

- RSCH 8200C - Quantitative Reasoning and Analysis
- PUBH 8400 - Public Health Leadership and Systems Thinking♦

Specialization Courses (33-34 cr.)

Community Health Education Specialization Courses (33 cr.)

- RSCH 8300H - Qualitative Reasoning and Analysis
- PUBH 8315 - Economics and Financing of Public Health Systems♦
- PUBH 8450 - Community Health Assessment♦
- PUBH 8550 - Writing a Quality Prospectus♦
- PUBH 8440 - Application of Public Health and Behavior Change Theories♦
- RSCH 8250 - Advanced Quantitative Reasoning and Analysis

OR

- RSCH 8350 - Advanced Qualitative Reasoning and Analysis

OR

- RSCH 8450 - Advanced Mixed-Methods Reasoning and Analysis
- PUBH 8475 - Advanced Program Implementation and Evaluation♦

Epidemiology Specialization Courses (34 cr.)

- RSCH 8250 - Advanced Quantitative Reasoning and Analysis
- PUBH 8315 - Economics and Financing of Public Health Systems♦
- PUBH 8500 - Advanced Biostatistics♦
- PUBH 8550 - Writing a Quality Prospectus♦
- PUBH 8520 - Advanced Epidemiology Methods♦
- PUBH 8540 - Epidemiology Topics Seminar♦
- PUBH 8560 - Advanced Analysis of Secondary Data

Dissertation (20 cr.)

- PUBH 9001 - Dissertation

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Ph.D. in Public Health](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Community Health Education Specialization in Public Health

The Community Health Education specialization focuses on the medical, social, political, ethical, and economic factors that contribute to the overall well-being of public health systems and the communities they serve.

Learning Outcomes

At the end of this program, students will be able to:

1. Utilize critical-thinking and assessment skills in order to analyze barriers, assess needs, and advance the knowledge and practice of public health.
2. Evaluate and apply population-based theories and strategies used in the prevention of disease and disability.
3. Lead and inform professional communication, marketing, and public relations on key issues in public health.
4. Apply fiscal and organizational tenets to public health program leadership.
5. Demonstrate advanced competency in health informatics and surveillance techniques used in public health programs.
6. Apply public health research to promote positive social change concerning the health of diverse populations.
7. Engage in scientific inquiry that advances the knowledge base of research and practice in community health assessment and education.
8. Examine evidence-based, community health education and intervention programs and activities designed to improve public health.

Specialization Curriculum (33 cr.)

- RSCH 8300H - Qualitative Reasoning and Analysis
- PUBH 8315 - Economics and Financing of Public Health Systems♦
- PUBH 8450 - Community Health Assessment♦
- PUBH 8550 - Writing a Quality Prospectus♦
- PUBH 8440 - Application of Public Health and Behavior Change Theories♦
- RSCH 8250 - Advanced Quantitative Reasoning and Analysis
- OR
- RSCH 8350 - Advanced Qualitative Reasoning and Analysis
- OR
- RSCH 8450 - Advanced Mixed-Methods Reasoning and Analysis

Epidemiology Specialization

The Epidemiology specialization focuses on the scientific understanding of the causes, distribution, control, and prevention of disease in populations.

Learning Outcomes

At the end of the program, students will be able to:

1. Utilize critical-thinking and assessment skills in order to analyze barriers, assess needs, and advance the knowledge and practice of public health.
2. Evaluate and apply population-based theories and strategies used in the prevention of disease and disability.
3. Lead and inform professional communication, marketing, and public relations on key issues in public health.

4. Apply fiscal and organizational tenets to public health program leadership.
5. Demonstrate advanced competency in health informatics and surveillance techniques used in public health programs.
6. Apply public health research to promote positive social change concerning the health of diverse populations.
7. Engage in scientific inquiry that advances the knowledge base of research and practice in epidemiology.
8. Apply epidemiologic concepts and analytical approaches to public health problems.

Specialization Curriculum (34 cr.)

- RSCH 8250 - Advanced Quantitative Reasoning and Analysis
- PUBH 8315 - Economics and Financing of Public Health Systems♦
- PUBH 8500 - Advanced Biostatistics♦
- PUBH 8550 - Writing a Quality Prospectus♦
- PUBH 8540 - Epidemiology Topics Seminar♦
- PUBH 8560 - Advanced Analysis of Secondary Data

School of Nursing

Bachelor's Degree Programs

Bachelor of Science in Nursing (BSN) Completion Program

The Bachelor of Science in Nursing (BSN) Completion Program provides current registered nurses (RNs) who have a diploma or associate degree in nursing with the opportunity to earn a BSN degree.

The program is specifically designed to provide students with the evidence-based practices that can be applied on the job immediately. At the same time, students will develop the skills of reflection, independent learning, and enhanced critical thinking that will enable them to stay current in their field throughout their career.

Accreditation

Walden University's BSN program is accredited by the Commission on Collegiate Nursing Education (CCNE), One Dupont Circle, NW, Suite 530, Washington, D.C. 20036. CCNE is a national accrediting agency recognized by the U.S. Department of Education and ensures the quality and integrity of bachelor's and graduate education programs in preparing effective nurses. For students, accreditation signifies program innovation and continuous self-assessment.

Learning Outcomes

At the end of this program, students will be able to:

1. Apply leadership and informatics concepts in decision making to promote patient safety and quality care.
2. Use evidence based on the sciences, humanities, and research to guide nursing practice across the health-illness continuum in a variety of healthcare settings.
3. Evaluate the implications of policy on issues of access, equity, affordability, and social justice in healthcare delivery including the health of vulnerable populations and healthcare disparities.
4. Demonstrate effective communication and collaboration skills to improve patient outcomes.
5. Implement individual and population-focused interventions to promote health and to prevent and manage disease and injuries.
6. Exhibit accountability for personal and professional behaviors in accordance with standards of moral, ethical, and legal conduct with a commitment to continuous professional development.
7. Provide patient-centered nursing care based on a comprehensive and focused health assessment across the lifespan using sound clinical judgment as well as developmentally and culturally appropriate approaches.

Degree Requirements

- 180 total credits
- General education (50 cr., at least 10 of which must be completed at Walden and all of which are to be completed PRIOR to BSN core and concentration courses)
- First course (1 cr.)
- Nursing license transfer of credit (up to 50 cr.)
- Upper-level nursing core courses (54 cr.)
- Elective courses (25 cr.)

Curriculum

Core Curriculum

General Education Courses (50 cr.)

BSN students are **REQUIRED** to complete all general education requirements prior to enrolling in any major courses. The general education course curriculum builds upon a foundation of the arts, sciences, and humanities; thus, the BSN core courses are designed presuming that students have this foundation.

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or 4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

Communications

- COMM 1001 - Contemporary Communications **Required**

Social Science

- SOCI 4080 - Social Responsibility **Required**

First Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Prior Nursing Core Coursework (Lower Level) (50 cr.)

Up to 50 credits will be awarded based on transcripts from an accredited associate degree in nursing or a nursing diploma. Students who are not awarded the maximum of 50 credits will take general education or elective courses to complete this requirement.

Upper-Level Nursing Core Courses (54 cr.)

The following courses are required as part of the upper-level nursing core:

- NURS 3000 - Issues and Trends in Nursing♦

- NURS 3005 - The Context of Healthcare Delivery♦
- NURS 3010 - Information Management in Nursing and Healthcare♦
- NURS 3015 - Pathopharmacology♦
- NURS 3020 - Health Assessment♦
- NURS 4000 - Research and Scholarship for Evidence-Based Practice♦
- NURS 4005 - Topics in Clinical Nursing♦
- NURS 4010 - Family, Community, and Population-Based Care
- NURS 4015 - Public and Global Health♦
- NURS 4020 - Leadership Competencies in Nursing and Healthcare

Elective Courses (25 cr.)

Choose four courses from the general education program, the Bachelor of Science in Nursing (BSN) Completion Program, or other Walden bachelor's degree programs. At least two credits must be at the 3000–4000 level. Elective credits should total 25 to meet the program requirements. Students may also be eligible to transfer previous credit to meet your elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Bachelor of Science in Nursing \(BSN\) Completion Program](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Other Undergraduate Options

Accelerate Into Master's (AIM) Programs

Walden University offers opportunities for advanced undergraduate students to accelerate time to the completion of a master's degree. This option, called Accelerate Into Master's (AIM), allows undergraduate students to complete graduate-level courses, upon approval of their advisor, that will fulfill the requirements for their undergraduate program as well as graduate requirements for a future master's program. Students must select 5000-level courses as electives or replace courses in their B.S. program, and also must meet specific academic requirements.

When undergraduate students attempt a 5000-level course, they may earn a C in the graduate-level course but only a grade of B or better will carry over to the graduate program. Students who receive a C grade will be awarded a grade of C*, which will permit the grade to be used toward the undergraduate-level requirement but not toward the master's-level requirement. Students who do not receive a B or better are not permitted to continue taking 5000-level courses. Later admission to the master's program requires that students must repeat that course as a master's student.

Requirements

Walden University offers several opportunities for advanced undergraduate students in certain programs to accelerate time to completion in certain master's degree programs.

1. Undergraduates can complete no more than 50% of the total courses required for master's degree completion, excluding thesis, practicum, or capstone. (Individual programs determine specific eligible courses and some programs may limit the number of courses available.)
2. To be eligible to begin AIM courses, students must:
 - a. Have an overall GPA equal to that required for admission to the associated master's degree.
 - b. Have completed a minimum of 90 credits and any specific core requirements associated with their bachelor's program listed below. (Individual programs may determine additional prerequisites.)
 - c. Be in good financial standing.
 - d. Not have any incompletes.

AIM courses are (5000-level) graduate courses.*

- a. Tuition for these courses is charged at the undergraduate rate.
- b. Courses taken as an undergraduate count as fulfilling undergraduate degree requirements.
- c. Grades for graduate courses taken as an undergraduate are incorporated into the undergraduate GPA.

Students must get a *B* or better in each course to have that course applied to the master's program.

- Students who get lower than a *B* in an AIM course will not be allowed to take any more 5000-level courses. Later admission to the master's program requires that the student must repeat that course as a master's student.

Students are expected to maintain the undergraduate GPA expected for admission to the associated master's program.

Falling below this GPA prevents the student from taking any additional graduate courses as an undergraduate student.

Upon completion of the undergraduate program requirements, students should file an Intent to Graduate form.

Students who complete these courses successfully are not required to pursue the master's degree and/or may defer enrollment to a future date. Transfer of credit policies, including those related to expiration, would apply.

Taking AIM courses does not guarantee admission into a master's program. Upon admission to the master's program, all AIM graduate courses completed with a *B* or better are applied to graduate program. The graduate GPA is calculated based only on those graduate courses taken as

a graduate student.

Institutional coursework expires within 10 years unless otherwise notated by the individual academic unit or program.

** Note: Graduate students cannot register for AIM courses.*

AIM Program Chart

<i>Master's program</i>	<i>Eligible courses</i>
The Richard W. Riley College of Education and Leadership	
M.S. in Early Childhood Studies <i>Students may select any or all of these courses. Individual course prerequisites apply.</i>	<ul style="list-style-type: none"> • EDUC 5005 - Foundations: Early Childhood Studies • EDUC 5160 - Early Childhood Development • EDUC 5161 - Effective Programs and Practices • EDUC 5162 - Issues and Trends in the Early Childhood Field <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
M.S. in Instructional Design and Technology <i>Students may select any or all of these courses. Individual course prerequisites apply.</i>	<ul style="list-style-type: none"> • EDUC 5105 - Organizations, Innovation, and Change • EDUC 5115 - Learning Theories and Instruction • EIDT 5100 - Instructional Design • EIDT 5110 - Advanced Instructional Design <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
College of Management and Technology	
<i>School of Management</i>	
Master of Business Administration <i>Students may select any or all of these courses. Individual course prerequisites apply.</i>	<ul style="list-style-type: none"> • MMBA 5501 - Managing and Leading: A Contemporary Approach • MMBA 5510 - Leading People (prereq: MMBA 5501) • MMBA 5520 - Business Operations in the U.S. and Abroad (prereq: MMBA 5510) • MMBA 5540 - Innovation and Technology (prereq: MMBA 5520) • MMBA 5530 - Marketing (prereq: MMBA 5540)
College of Health Sciences	
<i>School of Health Sciences</i>	
Master of Public Health (M.P.H.) <i>Students may select any or all of</i>	<ul style="list-style-type: none"> • PUBH 5101 - Principles of Communication in Public Health

<p><i>these courses. Individual course prerequisites apply.</i></p> <p><i>It is recommended that students complete PUBH 5101 prior to enrolling in any other M.P.H. courses.</i></p>	<ul style="list-style-type: none"> • PUBH 5002 - Essentials of Public Health: A Case Study Approach • PUBH 5115 - Social, Behavioral, and Cultural Factors in Public Health • PUBH 5165 - Environmental Health • PUBH 5235 - Program Design, Planning, and Evaluation • PUBH 5175 - Health Policy and Management <p><i>Students must complete all general education and core requirements before beginning AIM courses.</i></p>
<p>Master of Healthcare Administration (M.H.A.)</p> <p><i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMHA 5015 - Foundations of Healthcare Administration • MMHA 5100 - U.S. Healthcare Delivery System • MMHA 5135 - Health Policy and Economics • MMHA 5205 - Health Law and Ethics <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>College of Social and Behavioral Sciences</p>	
<p>School of Public Policy and Administration</p>	
<p>Master of Public Administration (M.P.A.)</p> <p><i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMPA 5200 - Introduction to Public Administration • MMPA 5405 - Ethics and Social Justice • MMPA 5420 - Organizational Management and Leadership • MMPA 5431 - Finance and Budgeting for the Public Sector • MMPA 5435 - Human Resource Management: Building a Capable Workforce • MMPA 5451 - Public Policy Analysis • MMPA 5480 - Applied Research and Evaluation Methods <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>Master of Public Policy (M.P.P.)</p> <p><i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMPP 5280 - Policy and Politics in American Political Institutions • MMPP 5405 - Ethics and Social Justice • MMPA 5420 - Organizational Management and Leadership • MMPA 5431 - Finance and Budgeting for the Public Sector • MMPP 5111 - Leadership and Organizational Change <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>

	<i>requirements before beginning these AIM courses.</i>
<p>M.S. in Nonprofit Management and Leadership <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • NPMG 5200 - Introduction to the Nonprofit Sector • NPMG 5405 - Ethics and Social Justice • NPMG 5420 - Organizational Management and Leadership • NPMG 5431 - Finance and Budgeting for the Nonprofit Sector • NPMG 5435 - Human Resource Management: Building a Capable Workforce • NPMG 5480 - Applied Research and Evaluation Methods <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice • CRJS 5511 - Special Populations • CRJS 5217 - Technological Solutions and 21st-Century Crime • CRJS 5203 - Victimology <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice Leadership and Executive Management <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
School of Psychology	
<p>M.S. in Psychology <i>Students may select any or all of these courses for the listed specializations. Individual course prerequisites apply.</i></p>	<p>Applied Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Crisis Management and Response</p> <ul style="list-style-type: none"> • PSYC 5701 - Culture and Psychology • PSYC 5740 - Disaster, Crisis, and Trauma <p>Educational Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5240 - Human Motivation • PSYC 5701 - Culture and Psychology

	<p>General Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology • PSYC 5220 - Psychology of Personality <p>Health Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5745 - Health Psychology <p>Media Psychology</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology • PSYC 5760 - Psychology and the Media <p>Organizational Psychology</p> <ul style="list-style-type: none"> • PSYC 5480 - Psychology of Organizational Behavior <p>Program Evaluation and Research</p> <ul style="list-style-type: none"> • PSYC 5315 - Tests and Measurement <p>Psychology of Culture</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Psychology, Public Administration, and Social Change</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Social Psychology</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Terrorism and Security</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5741 - Psychology of Terrorism <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Forensic Psychology <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • FPSY 5101 - Introduction to Forensic Psychology • FPSY 5115 - Understanding Forensic Psychology Research • FPSY 5125 - Assessment in Forensic Psychology

	<p><u>Settings</u></p> <ul style="list-style-type: none"> • FPSY 5135 - Criminal Behavior • FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology • FPSY 5720 - Abnormal Behavior <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
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All semester credits will be converted to quarter credits using the ratio of 1 semester credit equals 1.5 quarter credits.

Undergraduate Minors

Students have the option to select a minor after starting their undergraduate program. Unlike an undergraduate concentration, a minor must be in a discipline outside the student's major. Students should verify individual requirements for each minor, including which programs are ineligible. An undergraduate minor consists of six or more courses with a minimum of two at the upper level. Students wishing to add a minor to their program should contact their academic advisor. Students may select a maximum of two minors.

- [Minor in Applied Instructional Design and Technology](#)
- [Minor in Business](#)
- [Minor in Child Development](#)
- [Minor in Communication](#)
- [Minor in Criminal Justice](#)
- [Minor in Educational Studies](#)
- [Minor in Healthcare Management](#)
- [Minor in Health Promotion and Wellness](#)
- [Minor in Health Studies](#)
- [Minor in Introductory Design and Technology](#)
- [Minor in Political Science and Public Administration](#)
- [Minor in Psychology](#)
- [Minor in Public Health](#)

Master's Degree Programs

Master of Science in Nursing (MSN)

The Master of Science in Nursing (MSN) prepares students to focus their practice on the identified health needs of society, become leaders in their field through scholarship, manage technology and information, and develop a lifelong commitment to learning.

Accreditation

Walden University is accredited by The Higher Learning Commission and authorized by The Minnesota Office of Higher Education to award the Master of Science in Nursing (MSN) degree. Walden University's MSN program is accredited by the Commission on Collegiate Nursing Education (CCNE), One Dupont Circle, NW, Suite 530, Washington, D.C. 20036. CCNE is a national accrediting agency recognized by the U.S. Department of Education and ensures the quality and integrity of bachelor's and graduate education programs in preparing effective nurses. For students, accreditation signifies program innovation and continuous self-assessment.

Learning Outcomes

At the end of this program, students will be able to:

1. Synthesize organizational/systems leadership for cost-effective specialist nursing practice that contributes to high-quality healthcare delivery, advancement of the nursing profession, and social change.
2. Critique evidence-based literature drawing from diverse theoretical perspectives and pertinent research to guide decision making that demonstrates best practices for specialist nursing practice in a global society.
3. Integratively assess, diagnose, plan, implement, and evaluate cost-effective healthcare strategies that reduce health disparities by patient/population advocacy for access to specialist nursing care.
4. Demonstrate ability to effectively communicate using audience-specific oral, written, and information technology for professional delivery of specialist nursing care.
5. Evaluate health needs of diverse populations for necessary teaching/coaching functions based on specialist nursing knowledge to restore/promote health and prevent illness/injury.
6. Exhibit ongoing commitment to professional development and value of nursing theories/ethical principles (altruism, autonomy, human dignity, integrity, social justice) in accordance with ethically responsible, legally accountable, specialist nursing practice.
7. Implement specialist nursing roles to promote quality improvement of patient-centered care in accordance with professional practice standards that transform health outcomes for diverse populations.

Specializations

- Adult-Gerontology Nurse Practitioner
- Education
- Family Nurse Practitioner
- Leadership and Management
- Nursing Informatics

Degree Requirements

- BSN Track: 51/56 quarter credit hours; RN Track: 80/85 quarter credit hours
- Foundation course (1 qtr. cr.)
- Professional Development Plan and program of study
- Core courses (20 qtr. cr.)
- Specialization courses (30/35 qtr. cr.)
- Portfolio (excludes Adult-Gerontology Nurse Practitioner and Family Nurse Practitioner specializations)

Curriculum

The program has two tracks for registered nurses:

- BSN Track: This track is for students with a Bachelor of Science in Nursing (BSN) degree.
- RN Track: This track is for students with an associate's degree in nursing or a diploma in nursing that prepares for licensure in registered nursing. RN-MSN applications will not be accepted without a nursing degree conferred.

BSN Track: BSN graduates enter the program at the core course level.

RN Track: Students complete 29 quarter credits of foundational courses before starting the core courses: the foundational courses contain the essential content and learning activities to prepare students for the core courses.

BSN and RN Tracks: All students complete the same core and specialization curriculum. The four core courses provide students with a graduate-level knowledge in areas of theory, research, diversity, legality/ethics, and healthcare systems. The specialization courses build on the core courses and offer students direction and guidance for influencing nursing practice in selected areas. A portfolio based on the specific outcomes of the program must be submitted and approved before the degree is granted.

Foundational and Core Curricula

BSN and RN Tracks: Foundation Course (1 qtr. cr.)

- NURS 6001 - Foundations for Graduate Study

RN Track Only: Foundation Courses (29 qtr. cr.)

- NURS 3001 - Issues and Trends in Nursing
- NURS 4001 - Research and Scholarship for Evidence-Based Practice
- NURS 4006 - Topics in Clinical Nursing
- NURS 4011 - Family, Community, and Population-Based Care

- NURS 4021 - Leadership Competencies in Nursing and Healthcare

BSN and RN Tracks: Core Courses (20 qtr. cr.)

- NURS 6050 - Policy and Advocacy for Improving Population Health
- NURS 6051 - Transforming Nursing and Healthcare Through Technology
- NURS 6052 - Essentials of Evidence-Based Practice
- NURS 6053 - Interprofessional Organizational and Systems Leadership

Provisional General Education Courses Available

Courses are available at Walden for those students who have not completed the minimum undergraduate credits of general education courses required for admission to the master's program. Students who choose to complete general education courses at Walden are admitted provisionally to the RN Track of the MSN program.

Note: No course can count twice toward meeting general education requirements.

Communication (2 courses)

- ENGL 1001E - English Composition♦
- ENGL 2002 - Professional Writing for Successful Communication♦

Arts & Humanities (2 courses)

- ARTS 1001 - Introduction to Fine Arts♦
- PHIL 1001 - Introduction to Philosophy♦

Social/Behavioral Sciences (2 courses)

- SOCI 1001 - Introduction to Sociology♦
- PSYC 1001 - Introduction to Psychology♦

Science (3 courses)

- BIOL 3020 - Essentials of Human Anatomy and Physiology♦ (Required to be transferred or taken at Walden.)
- BIOL 2320 - Nutritional Science♦

Microbiology (not currently offered—must be transferred)

Statistics (1 course)

- STAT 3001 - Statistical Methods and Applications♦

Elective (1 course)

- HMNT 3001 - Modern Popular Culture♦

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Master of Science in Nursing \(MSN\)](#) program relating to the types of

occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Adult-Gerontology Nurse Practitioner Specialization

The advanced practice registered nurse role in the healthcare system is becoming increasingly critical—and specialized—as the healthcare industry undergoes myriad changes. Adult-Gerontology Nurse Practitioners (AGNPs) are advanced practice nurses who hold a Master of Science in Nursing (MSN) and who have advanced clinical training. AGNPs are trained to assess, diagnose, treat, and manage a variety of health issues among adult patients, ages 18 years and older. This specialization explores strategies for improving health outcomes through effective communication and collaboration. Students have the opportunity to explore current health topics through a curriculum developed in collaboration with experts who serve in leading healthcare systems and institutions. Courses are rooted in evidence-based practice so that students can gain knowledge in providing quality, comprehensive, accessible, and cost-effective care.

This specialization can prepare students to make a positive difference in today's dynamic and ever-changing healthcare environment, whether in clinical practice or a related health professional role. Students can gain responsibility in their current role or prepare to advance their career. Walden practicum coordinators are available to assist students in meeting their practicum requirements. Graduates can pursue national adult nurse practitioner certification and state credentialing.

Specialization Curriculum (35 qtr. cr.)

- NURS 6501 - Advanced Pathophysiology
- NURS 6511 - Advanced Health Assessment and Diagnostic Reasoning
- NURS 6521 - Advanced Pharmacology
- NURS 6531 - Primary Care of Adults Across the Lifespan
- NURS 6540 - Primary Care of Frail Elders
- NURS 6551 - Primary Care of Women
- NURS 6561 - Direct Care Roles in Health Promotion and Disease Prevention Across the Lifespan

Family Nurse Practitioner Specialization

As our society's population grows, so does the need for quality, comprehensive, accessible, and affordable healthcare. Family Nurse Practitioners (FNPs) are advanced practice registered nurses with the knowledge and skills to assess and manage health issues in patients of all ages, from birth through the senior years. This specialization can prepare students to gain autonomy or advance in their career as healthcare professionals. Through a series of courses and well-rounded clinical practice experiences focused on current health issues, students can effectively implement and facilitate disease prevention, health promotion, health maintenance, and restorative care interventions.

This online Family Nurse Practitioner specialization focuses on evidence-based techniques that can enhance the quality of care and outcomes for patients. The program offers strategies that can

prepare students to work in acute and primary care health settings or change the course of their healthcare career. Walden practicum coordinators can assist students in meeting their clinical practice requirements. Graduates of the program can pursue national family nurse practitioner certification and state credentialing.

Specialization Curriculum (35 qtr. cr.)

- NURS 6501 - Advanced Pathophysiology
- NURS 6511 - Advanced Health Assessment and Diagnostic Reasoning
- NURS 6521 - Advanced Pharmacology
- NURS 6531 - Primary Care of Adults Across the Lifespan
- NURS 6541 - Primary Care of Adolescents and Children
- NURS 6551 - Primary Care of Women
- NURS 6561 - Direct Care Roles in Health Promotion and Disease Prevention Across the Lifespan

Education Specialization

The Education specialization prepares nurses for faculty positions in all types of undergraduate nursing programs, as well as for educator roles in diverse practice settings. Graduates have the knowledge to develop, plan, implement, and evaluate educational programs for nursing students and other individuals or groups needing health-related education.

Specialization Curriculum (30 qtr. cr.)

- NURS 6301 - Advanced Pathopharmacology
- NURS 6511 - Advanced Health Assessment and Diagnostic Reasoning
- NURS 6321 - Curriculum Development, Assessment, and Evaluation
- NURS 6331 - Teaching Learning Strategies: Integrating Technology Into Nursing Education
- NURS 6341 - Specialty in Clinical Nursing
- NURS 6351 - Role of the Nurse Educator

Leadership and Management Specialization

The Leadership and Management specialization prepares nurses for leadership positions in complex healthcare systems. Collaboration and partnerships are key to managing change and meeting standards for nursing practice. Graduates are ready to make a difference in organizations by addressing pressing issues such as workforce development, resources, integration of technology, and the maintenance and improvement of quality care.

Specialization Curriculum (30 qtr. cr.)

- NURS 6201 - Leadership in Nursing and Healthcare
- NURS 6211 - Finance and Economics in Healthcare Delivery
- NURS 6221 - Managing Human Resources
- NURS 6231 - Healthcare Systems and Quality Outcomes
- NURS 6241 - Strategic Planning in Healthcare Organizations
- NURS 6600 - Capstone Synthesis Practicum

Nursing Informatics Specialization

The Nursing Informatics specialization prepares nurses to more effectively utilize information technology to enhance the quality of patient care. This specialization blends nursing science with computer and information science. Coursework focuses on such key areas as information systems, database concepts, and effective project management. Graduates have the knowledge to integrate data, information, and knowledge to support decision-making processes that affect patients and providers. (Additional software may be required).

Specialization Curriculum (30 qtr. cr.)

- NURS 6401 - Informatics in Nursing and Healthcare
- NURS 6411 - Information and Knowledge Management
- NURS 6421 - Supporting Workflow in Healthcare Systems
- NURS 6431 - System Design, Planning, and Evaluation
- NURS 6441 - Project Management: Healthcare Information Technology
- NURS 6600 - Capstone Synthesis Practicum

Post-Master's Certificate Programs

Post-Master's Certificate in Nursing Education

The School of Nursing offers three certificate programs at the post-master's-degree level. The certificate program provides the opportunity for nurses trained at the master's level to pursue specialized training. Each certificate consists of 17 semester credits of graduate-level nursing specialization courses.

Certificate Requirements

- 17 total semester credits
- Foundation course (1 sem. cr.)
- Specialization courses (16 sem. cr.)

Curriculum

Foundation Course

- NURS 6000 - Success Strategies in the Master of Science Program in Nursing Online Environment *

***Note:** Students who are graduates of Walden University's Master of Science in Nursing (MSN) are not required to repeat NURS 6000 as part of a certificate program.

Specialization Curriculum (16 sem. cr.)

This certificate program prepares nurses for faculty positions in all types of undergraduate nursing programs, as well as for educator roles in diverse practice settings. Students who complete this certificate program have the knowledge to develop, plan, implement, and evaluate educational programs for nursing students and other individuals and groups needing health-related education.

- NURS 6300 - Student-Centered Learning in Nursing Education
- NURS 6310 - Teaching Strategies for Nurse Educators
- NURS 6320 - Integrating Technology Into Nursing Education
- NURS 6330 - Curriculum Development, Assessment, and Evaluation
- NURS 6340 - The Nurse Educator: Roles, Responsibilities, and Relationships

Practicum Courses (Optional 6 sem. cr.)

Students in the Post-Master’s Certificate in Nursing program may elect to earn practicum experience by adding two additional courses, NURS 6500 and NURS 6510, to their program of study:

Course Code	Course Title	Semester Credits
NURS 6500	Capstone Synthesis Practicum I	3
NURS 6510	Capstone Synthesis Practicum II	3

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Post-Master’s Certificate in Nursing Education](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Post-Master’s Certificate in Nursing Informatics

The School of Nursing offers three certificate programs at the post-master’s-degree level. The certificate program provides the opportunity for nurses trained at the master’s level to pursue specialized training. Each certificate consists of 17 semester credits of graduate-level nursing specialization courses.

Certificate Requirements

- 17 total semester credits
- Foundation course (1 sem. cr.)
- Specialization courses (16 sem. cr.)

Curriculum

Foundation Course

- NURS 6000 - Success Strategies in the Master of Science Program in Nursing Online Environment *

**Note: Students who are graduates of Walden University’s Master of Science in Nursing (MSN) are not required to repeat NURS 6000 as part of a certificate program.*

Specialization Curriculum (16 sem. cr.)

This certificate program, which blends nursing science with computer and information science, prepares nurses to more effectively utilize information technology to enhance the quality of

patient care. Coursework focuses on such key areas as information systems, database concepts, and effective project management. Students who complete this certificate program have the knowledge to integrate data, information, and knowledge to support decision-making processes that affect patients and providers.

- NURS 6400 - Informatics in Nursing and Healthcare
- NURS 6410 - Information and Knowledge Management
- NURS 6420 - Supporting Workflow in Healthcare Systems
- NURS 6430 - Project Management: Healthcare Information Technology

Practicum Courses (Option 6 sem. cr.)

Students in the Post-Master's Certificate in Nursing Informatics program may elect to earn practicum experience by adding two additional courses, NURS 6500 and NURS 6510, to their program of study:

Course Code	Course Title	Semester Credits
NURS 6500	Capstone Synthesis Practicum I	3
NURS 6510	Capstone Synthesis Practicum II	3

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Post-Master's Certificate in Nursing Informatics](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Post-Master's Certificate in Nursing Leadership and Management

The School of Nursing offers three certificate programs at the post-master's-degree level. The certificate program provides the opportunity for nurses trained at the master's level to pursue specialized training. Each certificate consists of 17 semester credits of graduate-level nursing specialization courses.

Certificate Requirements

- 17 total semester credits
- Foundation course (1 sem. cr.)
- Specialization courses (16 sem. cr.)

Curriculum

Foundation Course

- NURS 6000 - Success Strategies in the Master of Science Program in Nursing Online Environment *

***Note:** Students who are graduates of Walden University's Master of Science in Nursing (MSN) are not required to repeat NURS 6000 as part of a certificate program.

Specialization Curriculum (16 sem. cr.)

This certificate program prepares nurses for leadership positions in complex healthcare systems. Students who complete this certificate program are ready to make a difference in organizations by addressing pressing issues such as workforce development, resources, integration of technology, and the maintenance and improvement of quality care.

- NURS 6200 - The Nurse Administrator: Leading and Managing for Excellence
- NURS 6210 - Healthcare Finance and Budgeting
- NURS 6220 - Human Resource Management
- NURS 6400 - Informatics in Nursing and Healthcare

Practicum Courses (Optional 6 sem. cr.)

Students in the Post-Master's Certificate in Nursing Leadership and Management program may elect to earn practicum experience by adding two additional courses, NURS 6500 and NURS 6510, to their program of study:

Course Code	Course Title	Semester Credits
NURS 6500	Capstone Synthesis Practicum I	3
NURS 6510	Capstone Synthesis Practicum II	3

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Post-Master's Certificate in Nursing Leadership and Management](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Doctoral Degree Programs

Doctor of Nursing Practice (DNP)

The Doctor of Nursing Practice (DNP) program builds on the student's knowledge and expertise to strengthen advanced nursing practice, augment healthcare delivery, and improve patient outcomes. The program's coursework covers a range of topics, including healthcare policy and advocacy, quality improvement, evidence-based practice, information systems/technology, advanced nursing practice, and organizational and systems leadership.

Learning Outcomes

At the end of this program, students will be able to:

1. Translate research findings to direct evidence-based nursing practice.
2. Develop organizational system changes for quality improvement in healthcare delivery in response to local and/or global community needs.
3. Apply optimal utilization of healthcare information technology across healthcare settings.

4. Advocate for the advancement of nursing and healthcare policy through sharing of science-based knowledge with healthcare policy makers.
5. Demonstrate leadership to facilitate collaborative teams for improving patient and populations health outcomes.
6. Utilize advanced nursing practice knowledge to implement methodologies to improve population health outcomes.
7. Establish a foundation for lifelong learning for continual elevation of contributions to the field of nursing through active involvement in professional organizations and/or other professional bodies.

Degree Requirements

- 47–53 total credits
- Minimum of 4 quarters of enrollment

Core Curriculum

Foundation Course (DNP)

- NURS 8000 - Foundations and Essentials of Doctoral Study in Nursing

Course Sequence

DNP Course Sequence for Master's in Nursing Students With 500 Documented Clinical Hours

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	NURS 8000 - Foundations and Essentials of Doctoral Study in Nursing	1 cr.
	NURS 8110 - Theoretical and Scientific Foundations for Nursing	5 cr.
2	NURS 8200 - Methods for Evidence-Based Practice	5 cr.
	NURS 8210 - Transforming Nursing and Healthcare Through Technology	5 cr.
3	NURS 8300 - Organizational and Systems Leadership for Quality Improvement	5
	<p>NURS 8410 - Best Practices in Nursing</p> <p>A program/project to intervene with clinical/practice questions under the guidance of an approved clinical mentor will be developed.</p> <p>The course is designed with 5 credits (4 didactic, 1 clinical) at a 1:6 ratio* = 72 clinical hours. The student will generate Portfolio Evidence Plan to address clinical/practice questions (e.g., program planning, practice change, consultation, quality improvement project, or pilot study proposal with any necessary IRB approvals).</p> <p>Students will identify the clinical/practice question for their project and select a faculty mentor for their DNP project.</p> <p>The course is designed with 5 credits (4 didactic, 1 clinical) at a 1:6 ratio* = 72 clinical hours. The student will develop Portfolio Evidence: Integrative critical review that familiarizes the student with the literature and results in identification of a clinical practice question.</p>	<p>5</p> <p>4 credits didactic</p> <p>1 credit clinical (72 hrs)</p>
4	NURS 8310 - Epidemiology and Population Health	5 cr.
	<p>NURS 8400 - Evidence-Based Practice I: Assessment and Design</p> <p>Students will identify the clinical/practice question for their project and select a faculty mentor for their DNP project.</p> <p>The course is designed with 5 credits (4 didactic, 1 clinical) at a 1:6 ratio* = 72 clinical hours. The student will develop Portfolio Evidence: Integrative critical review that familiarizes the student with the literature and results in identification of a clinical practice question.</p>	<p>5 cr.</p> <p>4 credits didactic</p> <p>1 credit clinical (72 hrs.)</p>
5	NURS 8100 - Healthcare Policy and Advocacy	5 cr.
	<p>NURS 8500 - Evidence-Based Practice II: Planning and Implementation</p> <p>Advanced Practice Focus or Aggregate Systems Focus</p> <p>This DNP practicum course will focus on the implementation of program/project design to intervene with clinical/practice questions under the guidance of an approved clinical mentor.</p>	<p>3 cr. clinical (216 clinical hours)</p>

	As a practicum course, the course is designed with 3 credits at a 1:6 ratio* = 216 clinical hours. Additionally, the student will generate practicum portfolio evidence: Systematic review that drills down to the evidence regarding the clinical/practice question and resulting findings, conclusions, and recommendations.	
6	<p>NURS 8510 - Evidence-Based Practice III: Implementation, Evaluation, and Dissemination</p> <p>Advanced Practice Focus or Aggregate Systems Focus</p> <p>This DNP practicum course will focus on evaluation and dissemination of a program/project design to intervene with clinical/practice questions under the guidance of an approved clinical mentor.</p> <p>As a practicum course, the course is designed with 3 credits at a 1:6 ratio* = 216 clinical hours. Additionally, the student will generate practicum portfolio evidence: Submission of scholarly article for refereed publication and/or actual presentation (podium) and completed portfolio requirements (resume, self-evaluation, and reflection).</p>	3 cr. clinical (216 clinical hours)
		Total 47 quarter credits (576 clinical hours)

DNP Course Sequence for Master's in Nursing Students With Fewer Than 500 Documented Clinical Hours

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	NURS 8000 - Foundations and Essentials of Doctoral Study in Nursing	1
	NURS 8110 - Theoretical and Scientific Foundations for Nursing	5
2	NURS 8200 - Methods for Evidence-Based Practice	5
	NURS 8210 - Transforming Nursing and Healthcare Through Technology	
3	NURS 8300 - Organizational and Systems Leadership for Quality Improvement	5
	<p>NURS 8410 - Best Practices in Nursing</p> <p>A program/project to intervene with clinical/practice questions under the guidance of an approved clinical mentor will be developed</p> <p>The course is designed with 5 credits (4 didactic, 1 clinical) at a 1:6 ratio* = 72 clinical hours. The student will generate</p>	5 <i>4 cr. didactic</i> <i>1 cr. clinical</i> (72 hours)

	Portfolio Evidence Plan to address clinical/practice questions (e.g., program planning, practice change, consultation, quality improvement project, or pilot study proposal with any necessary IRB approvals).	
4	NURS 8310 - Epidemiology and Population Health	5
	NURS 8400 - Evidence-Based Practice I: Assessment and Design Students will identify the clinical/practice question for their project and select a faculty mentor for their DNP project. The course is designed with 5 credits (4 didactic, 1 clinical) at a 1:6 ratio* = 72 clinical hours. The student will develop Portfolio Evidence: Integrative critical review that familiarizes the student with the literature and results in identification of a clinical practice question.	5 <i>4 credits didactic</i> <i>1 credit clinical</i> <i>(72 hrs)</i>
5	NURS 8100 - Healthcare Policy and Advocacy	5
	NURS 8500 - Evidence-Based Practice II: Planning and Implementation Advanced Practice Focus or Aggregate Systems Focus This DNP practicum course will focus on the implementation of program/project design to intervene with clinical/practice questions under the guidance of an approved clinical mentor. As a practicum course, the course is designed with 3 credits at a 1:6 ratio* = 216 clinical hours. Additionally, the student will generate practicum portfolio evidence: Systematic review that drills down to the evidence regarding the clinical/practice question and resulting findings, conclusions, and recommendations.	<i>3 cr. clinical</i> <i>(216 clinical hours)</i>
6	NURS 8510 - Evidence-Based Practice III: Implementation, Evaluation, and Dissemination This DNP practicum course will focus on evaluation and dissemination of a program/project design to intervene with clinical/practice questions under the guidance of an approved clinical mentor. As a practicum course, the course is designed with 3 credits at a 1:6 ratio* = 216 clinical hours. Additionally, the student will generate practicum portfolio evidence: Submission of scholarly article for refereed publication and/or actual presentation (podium) and completed portfolio requirements (resume, self-evaluation, and reflection)	3 cr. clinical <i>(216 clinical hours)</i>
	NURS 8600 - DNP Field Experience <i>Students take the DNP Field Experience up to 6 times based on</i>	Total 47–53 cr. Depending upon

	<i>clinical hours attained prior to DNP admission</i>	total clinical hours earned prior to DNP admission (576 clinical hours)
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Estimated time to completion is 18–24 months. Time to completion may vary by student, depending on individual progress and credits transferred, if applicable. Students may transfer up to 20 doctoral quarter credits, but must take a minimum of 45 credits at Walden. Work experience is not eligible for transfer of credit. For a personalized estimate of time to completion and to find out about transfer of credits, contact an enrollment advisor.

Determining Clinical Hours for Admissions

To determine how many clinical hours students have upon entering the program, students must submit a letter from their previous Master’s in Nursing program. It must be sent from the program director, associate dean, or dean of their previous institution.

The letter must include all of the following items:

- Date
- Student’s full name
- University Name, Department, School
- Name and title of authority sending the letter (must be the program director or above), and contact information for follow-up if necessary
- Program director, associate dean, or dean’s signature
- University letterhead
- Date and title of degree earned
- Specialization earned
- Total number of preceptor verified field experience hours

The signed letter will be submitted as an element. Admissions will determine how many documented clinical hours the student has completed prior to DNP entry and how many they will be required to complete in the DNP program (NURS 8600 - DNP Field Experience).

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Doctor of Nursing Practice \(DNP\)](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

College of Management and Technology

School of Information Systems and Technology

Bachelor's Degree Programs

B.S. in Computer Information Systems

The Bachelor of Science in Computer Information Systems addresses a growing need in the marketplace for professionals who can bridge the gap between information technology and the organizations and people who depend upon it.

Graduates of the B.S. in Computer Information Systems program will have a cross-disciplinary set of skills and knowledge that will allow them to work with business and other stakeholders to define information processing needs. They will be able to map those requirements onto the building blocks provided by an ever-changing set of technologies. They also will have a strong set of process skills enabling them to carry out these tasks in a reliable and collaborative fashion.

On top of a core set of business and information systems skills, each B.S. in Computer Information Systems student will gain more specialized skills in a variety of areas. One option is the concentration in Information Systems Management, which will provide students with advanced standing in the Walden Master of Information Systems Management program should they choose to pursue it. Other options focus on the positive impact information systems can have on people and society, in areas such as education, healthcare, security, usability and collaboration.

Learning Outcomes

At the end of this program, students will be able to:

1. Apply fundamental business analysis methods to understand the organizational and economic characteristics of organizations.
2. Work ethically and effectively with others to implement new processes and systems in an organization.
3. Apply the fundamental concepts of information systems and technology to organizational and societal priorities.
4. Model real-world situations for information systems support.
5. Work with stakeholders to ensure that specification, design, and implementation of information systems meet their needs.

6. Analyze the ethical, legal, and social impact dimensions of your work.
7. Apply best practices to manage information systems projects and programs.
8. Reflect thoughtfully on personal goals within a dynamic and evolving profession.

General Program

Students have the option to complete the B.S. in Computer Information Systems without selecting a concentration.

General Program Degree Requirements

- 181 total quarter credit hours (including 45 cr. completed at Walden)
- General Education (45 cr.)
- Foundation course (1 cr.)
- Business courses (30 cr.)
- Computer information systems courses (50 cr.)
- Elective courses (50 cr.)
- Capstone course (5 cr.)

Concentrations

- Healthcare Informatics
- Human Computer Interaction
- Information Systems Management
- Information Systems Security
- New Media Communication Technologies
- Online Work and Communities
- Self-Designed
- Web and Mobile Applications Design

Degree Requirements

- 181 total quarter credit hours (including 45 cr. completed at Walden)
- General education (45 cr.)
- Foundation course (1 cr.)
- Business courses (30 cr.)
- Computer information systems courses (50 cr.)
- Concentration courses (20 cr.)
- Elective courses (30 cr.)
- Capstone course (5 cr.)

Curriculum

Core Curriculum

General Education Courses (45 cr.)

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or 4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

Foundation Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Business Courses (30 cr.)

- BUSI 1002 - Introduction to Management and Leadership♦
- ACCT 1003 - Introduction to Accounting I♦
- STAT 2001 - Statistics♦
- ECON 1002 - Microeconomics♦
- BUSI 3003 - Dynamics of Change♦
- BUSI 3005 - Critical Thinking♦

Computer Information Systems Courses (50 cr.)

- CMIS 1001 - Introduction to Information Systems♦
- CMIS 1002 - Information Technology Infrastructure♦
- CMIS 1003 - Object-Oriented Programming I♦
- CMIS 2001 - Internet Computing♦
- CMIS 2002 - Object-Oriented Programming II♦
- CMIS 3001 - Computing and Society♦
- CMIS 3002 - Database Management Systems♦
- CMIS 3003 - Requirements Analysis♦
- CMIS 3004 - Object-Oriented Design♦
- CMIS 3005 - Information Systems Project Management♦
- COMM 1005 - Developing Student Portfolios for Communication
(optional)

Capstone Course (5 cr.)

- CMIS 4001 - CIS Capstone Course

Electives (30–50 cr.)

Students are to select six to ten additional courses, depending on whether they select the general program option of a concentration, to fulfill the elective requirement. Students may choose

courses from either general education courses, B.S. in Computer Information Systems concentration courses, or courses from any of Walden's bachelor's degree programs. Individual course prerequisites apply.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Computer Information Systems](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Healthcare Informatics

The Healthcare Informatics concentration focuses on the use of information systems in the healthcare industry. Students focus on specialized needs related to privacy and security of patient data, use and management of data generated by diagnostic equipment, and policies and practices of information management in healthcare systems.

Concentration Curriculum (20 cr.)

- CMIS 4301 - Structure of the Healthcare Industry♦
- CMIS 4101 - Information Security and Privacy♦
- CMIS 4302 - Patient Records Practice and Policy♦
- CMIS 4303 - Healthcare Information Systems Applications♦

Human Computer Interaction Concentration

The Human Computer Interaction concentration helps students develop insights into creating computer systems that are easy to use by human beings and decrease the chances of making mistakes. Topics range from the development of user interfaces to the use of computers to enhance communications between human beings.

Concentration Curriculum (20 cr.)

- CMIS 4201 - Human Factors♦
- CMIS 4202 - HCI Evaluation Methods♦
- CMIS 4203 - User Interface Development♦
- CMIS 4204 - Computer-Mediated Communications♦

Electives

Choose six courses from general education, B.S. in Computer Information Systems, or other Walden bachelor's degree programs. Elective credits should total 30 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Information Systems Management Concentration

The Information Systems Management concentration teaches students how to leverage technology to meet their organization's strategic goals by evaluating technology options;

developing methods for transferring and assimilating new technology; and managing large, complex projects.

Concentration Curriculum (20 cr.)

- ISYS 3001 - Information Systems in Enterprise♦
- ISYS 4301 - Business Process Design♦
- ISYS 4302 - Management of Technology♦
- CMIS 4601 - Information Systems Service Management♦

Electives

Choose six courses from general education, B.S. in Computer Information Systems, or other Walden bachelor's degree programs. Elective credits should total 30 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Information Systems Security Concentration

In the Information Systems Security concentration, students learn how to effectively assess and guide security aspects impacting the information systems of an organization. The curriculum helps students gain insights into policies and techniques to increase the security of information utilized by an organization plus issues related to privacy and ethical concerns when using information.

Concentration Curriculum (20 cr.)

- CMIS 4101 - Information Security and Privacy♦
- CMIS 4102 - Information Security Techniques I♦
- CMIS 4103 - Information Security Techniques II♦
- CMIS 4104 - Computer Forensics♦

New Media Communication Technologies Concentration

In the New Media Communications Technologies concentration, students learn how technological advances in new media have created unique opportunities to connect with a variety of internal and external audiences in exciting ways. In this concentration, students will learn how blogging, wiki technologies, social networks, and other novel channels of communication can help them reach global markets. They will use these new media tools to gain advantages and improve outcomes for their organizations.

Concentration Curriculum (20 cr.)

- MEDC 4102 - Emerging Media and Global Communication♦
- CMIS 4204 - Computer-Mediated Communications♦
- CMIS 4502 - Web 2.0 Systems and Applications♦
- MEDC 4103 - Emerging Media Design♦

Electives

Choose six courses from general education, B.S. in Computer Information Systems, or other Walden bachelor's degree programs. Students' elective credits should total 30 to meet their program requirements. Students may also be eligible to transfer previous credit to meet the elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Online Work and Communities Concentration

The Online and Work Communities concentration is designed to help students understand the use of information technology to share information and create formal and informal collaborative communities to achieve goals within organizational contexts. Students will study the use of multimedia collaborative web technologies to add content and value to a community.

Concentration Curriculum (20 cr.)

- CMIS 4204 - Computer-Mediated Communications♦
- CMIS 4501 - Computer-Supported Collaborative Work♦
- CMIS 4502 - Web 2.0 Systems and Applications♦
- CMIS 4402 - E-Learning Concepts and Systems♦

Electives

Choose six courses from general education, B.S. in Computer Information Systems, or other Walden bachelor's degree programs. Elective credits should total 30 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Self-Designed Concentration

The Self-Designed concentration is ideal for those students who want a broad view and solid grounding in preparation for today's information systems management environment. Because students can choose the courses that make up the Self-Designed concentration, this concentration is a beneficial option for those students with interests in a variety of areas.

Students in the Self-Designed concentration may take any four courses from the other B.S. in Computer Information Systems concentrations listed. Students may also petition to use alternate upper-division courses.

Electives

Choose six courses from general education, B.S. in Computer Information Systems, or other Walden bachelor's degree programs. Elective credits should total 30 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Web and Mobile Applications Design

This concentration provides students with an in-depth exploration of the role of the systems designer in application development. Students study ways to design and develop user-friendly applications and systems—for both the Web and mobile devices—that reach the target audience

and optimize the user experience. Coursework topics include Web programming, mobile application development, human-computer interaction, and user experience design. Students examine the tools and techniques they need to create applications for multiple platforms.

Concentration Curriculum (20 cr.)

- ITEC 2070 - Human-Computer Interaction♦
- ITEC 2080 - Web Programming♦
- ITEC 3501 - Web and Mobile Application Development♦
- ITEC 4501 - Web and Mobile User Experience Design♦

Electives

Choose six courses from general education, B.S. in Computer Information Systems, or other Walden bachelor's degree programs. Elective credits should total 30 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

B.S. in Information Technology

The Bachelor of Science in Information Technology program examines the role of information technologies in the organization and empowers students as critical thinkers and effective social change agents by providing infrastructural solutions for information interchange and collaboration. The program prepares graduates for jobs they are likely to get after graduation and focuses on skills that are not as easy to outsource. Organizations need to have people in-house (such as frontline and help-desk employees) who can help the rest of the employees troubleshoot; take care of the network(s) and resolve issues; manage vendors; assess risk; and provide quality assurance of vendors' work. Students learn to implement social responsibility as they study IT to apply IT methodologies and practices.

The Bachelor of Science in Information Technology program focuses on information technologies in the context of a business. In addition to project management and sourcing, students will understand the rules, regulations, and standards of IT governance. And they will learn what to be aware of when helping to make decisions, such as quality standards, what's professionally acceptable, and ethics.

Learning Outcomes

At the end of this program, students will be able to:

1. Apply mathematical and computing concepts to support programming logic, functions, data structures, and database access.
2. Analyze a problem to identify and define the computing requirements appropriate to its solution.
3. Design a computer-based system, process, component, or program to meet defined needs.
4. Implement the design of a computer-based system, process, component, or program.
5. Evaluate the quality of a computer-based system, process, component, or program.

6. Work collaboratively as a member of a team to develop and deliver IT solutions.
7. Demonstrate an understanding of IT professional, ethical, legal, security, and social issues and responsibilities.
8. Communicate effectively, in oral and written form, with IT stakeholders.
9. Analyze the impact of IT solutions on individuals, organizations, and global society.
10. Engage in continuing professional development based on recognition of its need and value.
11. Apply current techniques and tools in the development, deployment, and evaluation of IT solutions.
12. Apply current technical concepts and practices in the core information technologies.
13. Incorporate user needs in the selection, creation, evaluation, and administration of computer-based systems.
14. Integrate technologies, products, and services from multiple sources into a user environment.
15. Apply “best practice” and standards in IT development, deployment, and evaluation processes.
16. Formulate a project plan based on appropriate systems development methods and project management practice.

Concentrations

Students must complete one of the following concentrations. For each concentration, all listed courses are required for the concentration.

- Application Development, Testing, and Quality Assurance
- Database Administration and Data Center Operations
- Healthcare Informatics
- Networking and Operations
- Security and Forensics
- Self-Designed
- Web and Mobile Applications Development

Degree Requirements

- 181 total quarter credits (including 45 cr. completed at Walden)
- Foundation course (1 cr.)
- General education courses (45 cr.)
- Core courses (85 cr.)
- Concentration courses (20 cr.)
- Elective courses (20 cr.)
- Capstone courses (10 cr.)

Curriculum

Core Curriculum

General Education Courses (45 cr.)

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or 4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

Foundation Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (90 cr.)

- ITEC 1010 - IT Infrastructure♦
- ITEC 1020 - Networking Fundamentals♦
- ITEC 1030 - Introduction to Programming♦
- ITEC 2010 - Data Structures
- ITEC 2020 - IT Theory Fundamentals♦
- ITEC 2030 - Operating Systems Fundamentals and Administration♦
- ITEC 2040 - Systems Analysis♦
- ITEC 2050 - Systems Design♦
- ITEC 2060 - Database Management Systems♦
- ITEC 2070 - Human-Computer Interaction♦
- ITEC 2080 - Web Programming♦
- ITEC 3010 - Mobile and Pervasive Technologies♦
- ITEC 3020 - Computer Security Fundamentals♦
- ITEC 3040 - IT Project Management♦
- ITEC 4010 - Network Administration♦
- ITEC 4030 - Systems Integration♦
- STAT 3401 - Statistical Concepts♦

Elective Courses (20 cr.)

Students are to select four additional courses to fulfill the elective requirement. Students may choose courses from either general education courses, B.S. in Information Technology concentration courses, or courses from any of Walden's bachelor's degree programs. Individual course prerequisites apply. These 20 credits of electives are in addition to the 5-credit general education elective. This also includes the option to take the following course: ITEC 2001 - Technology and Society♦

Capstone Courses (10 cr.)

- ITEC 4902 - IT Senior Seminar
- ITEC 4999 - IT Capstone Project

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Information Technology](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Application Development, Testing, and Quality Assurance Concentration

This concentration teaches the latest quality assurance procedures and practices for measuring and improving the correctness, reliability, usability, and performance of organizational systems and processes. Students learn to write, test, debug, and maintain source code to meet business application requirements. Students also evaluate testing methods used during the software development process to explore ways to improve human-computer interfaces.

Concentration Curriculum (20 cr.)

- ITEC 4020 - Quality Management Standards for IT♦
- ITEC 3402 - Server-Side and Multi-Tier Programming♦
- ITEC 4401 - Software QA Testing and Test Tools♦
- ITEC 4402 - User Interface Evaluation, Design, and Development♦

Electives

Choose four courses from general education, B.S. in Information Technology, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Database Administration and Data Center Operations Concentration

This concentration focuses on the development, deployment, management, and integration of databases and information systems. Courses explore topics on database-driven web applications, database administration, data centers, and fault-tolerant systems. Students gain a comprehensive understanding of the database environment and learn to plan, design, and implement data storage solutions to ensure business continuity.

Concentration Curriculum (20 cr.)

- ITEC 3201 - Database-Driven Web Applications♦
- ITEC 4201 - Database Administration♦
- ITEC 3202 - Data Centers♦

- ITEC 4203 - Fault-Tolerant Systems♦

Electives

Choose four courses from general education, B.S. in Information Technology, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Networking and Operations Concentration

This concentration focuses on the design, deployment, and administration of scalable data networks and telecommunication infrastructures. Courses address IT service management; planning, maintenance, and security of networks; and network fault-tolerance. Students gain an understanding of computer network operations, computer hardware and software, network equipment management, and network security and reliability.

Concentration Curriculum (20 cr.)

- ITEC 4203 - Fault-Tolerant Systems♦
- ITEC 3301 - IT Service Management♦
- ITEC 4101 - Network Security♦
- ITEC 4302 - Network Planning and Maintenance♦

Electives

Choose four courses from general education, B.S. in Information Technology, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Security and Forensics Concentration

Students in this concentration gain the specialized knowledge to identify network security vulnerabilities and implement frameworks for incident prevention, response, and recovery. With courses in computer forensics and network and software security, the curriculum examines the tools, techniques, issues, and best practices related to computer security in organizations today.

Concentration Curriculum (20 cr.)

- ITEC 3101 - Systems Software Security♦
- ITEC 4101 - Network Security♦
- ITEC 4102 - Application Software Security♦
- ITEC 4103 - Computer Forensics♦

Electives

Choose four courses from general education, B.S. in Information Technology, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Self-Designed Concentration

Concentration Curriculum (20 cr.)

The Self-Designed concentration is ideal for those students who want a broad view and solid grounding in preparation for today's information technology environment. Because students can choose the courses that make up the Self-Designed concentration, this concentration is a beneficial option for those students with interests in a variety of areas.

Students in the Self-Designed concentration may take any four courses from the other B.S. in Information Technology concentrations listed. Students may also petition to use alternate upper-division courses.

Electives

Choose four courses from general education, B.S. in Information Technology, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Web and Mobile Applications Development Concentration

In the Web and Mobile Applications Development concentration, students learn how to develop, design, and integrate Web-based applications. Students examine information architecture design as well as visual and interaction design. They discover the elements of building a Web application from start to finish, gaining a holistic view of the Web development life cycle. Students have the opportunity to gain experience creating applications for multiple platforms, including smartphones, gaming, and cellular devices.

Concentration Curriculum (20 cr.)

- ITEC 3501 - Web and Mobile Application Development♦
- ITEC 4501 - Web and Mobile User Experience Design♦
- ITEC 4502 - Implementing Effective Mobile User Interfaces♦
- ITEC 4503 - Developing Multiplatform Mobile Applications♦

Electives

Choose four courses from general education, B.S. in Information Technology, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements.

Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Other Undergraduate Options

Accelerate Into Master's (AIM) Programs

Walden University offers opportunities for advanced undergraduate students to accelerate time to the completion of a master's degree. This option, called Accelerate Into Master's (AIM), allows undergraduate students to complete graduate-level courses, upon approval of their advisor, that will fulfill the requirements for their undergraduate program as well as graduate requirements for a future master's program. Students must select 5000-level courses as electives or replace courses in their B.S. program, and also must meet specific academic requirements.

When undergraduate students attempt a 5000-level course, they may earn a *C* in the graduate-level course but only a grade of *B* or better will carry over to the graduate program. Students who receive a *C* grade will be awarded a grade of *C**, which will permit the grade to be used toward the undergraduate-level requirement but not toward the master's-level requirement. Students who do not receive a *B* or better are not permitted to continue taking 5000-level courses. Later admission to the master's program requires that students must repeat that course as a master's student.

Requirements

Walden University offers several opportunities for advanced undergraduate students in certain programs to accelerate time to completion in certain master's degree programs.

1. Undergraduates can complete no more than 50% of the total courses required for master's degree completion, excluding thesis, practicum, or capstone. (Individual programs determine specific eligible courses and some programs may limit the number of courses available.)
2. To be eligible to begin AIM courses, students must:
 - a. Have an overall GPA equal to that required for admission to the associated master's degree.
 - b. Have completed a minimum of 90 credits and any specific core requirements associated with their bachelor's program listed below. (Individual programs may determine additional prerequisites.)
 - c. Be in good financial standing.
 - d. Not have any incompletes.

AIM courses are (5000-level) graduate courses.*

- a. Tuition for these courses is charged at the undergraduate rate.
- b. Courses taken as an undergraduate count as fulfilling undergraduate degree requirements.

c. Grades for graduate courses taken as an undergraduate are incorporated into the undergraduate GPA.

Students must get a *B* or better in each course to have that course applied to the master's program.

- Students who get lower than a *B* in an AIM course will not be allowed to take any more 5000-level courses. Later admission to the master's program requires that the student must repeat that course as a master's student.

Students are expected to maintain the undergraduate GPA expected for admission to the associated master's program.

Falling below this GPA prevents the student from taking any additional graduate courses as an undergraduate student.

Upon completion of the undergraduate program requirements, students should file an Intent to Graduate form.

Students who complete these courses successfully are not required to pursue the master's degree and/or may defer enrollment to a future date. Transfer of credit policies, including those related to expiration, would apply.

Taking AIM courses does not guarantee admission into a master's program. Upon admission to the master's program, all AIM graduate courses completed with a *B* or better are applied to graduate program. The graduate GPA is calculated based only on those graduate courses taken as a graduate student.

Institutional coursework expires within 10 years unless otherwise noted by the individual academic unit or program.

* *Note:* Graduate students cannot register for AIM courses.

AIM Program Chart

<i>Master's program</i>	<i>Eligible courses</i>
The Richard W. Riley College of Education and Leadership	
M.S. in Early Childhood Studies <i>Students may select any or all of these courses. Individual course prerequisites apply.</i>	<ul style="list-style-type: none"> • EDUC 5005 - Foundations: Early Childhood Studies • EDUC 5160 - Early Childhood Development • EDUC 5161 - Effective Programs and Practices • EDUC 5162 - Issues and Trends in the Early Childhood Field <i>Students must complete all general education and core requirements before beginning these AIM courses.</i>
M.S. in Instructional Design and Technology <i>Students may select any or all of these courses. Individual course</i>	<ul style="list-style-type: none"> • EDUC 5105 - Organizations, Innovation, and Change • EDUC 5115 - Learning Theories and Instruction • EIDT 5100 - Instructional Design

<i>prerequisites apply.</i>	<ul style="list-style-type: none"> • EIDT 5110 - Advanced Instructional Design <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
College of Management and Technology	
<i>School of Management</i>	
<p>Master of Business Administration <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMBA 5501 - Managing and Leading: A Contemporary Approach • MMBA 5510 - Leading People (prereq: MMBA 5501) • MMBA 5520 - Business Operations in the U.S. and Abroad (prereq: MMBA 5510) • MMBA 5540 - Innovation and Technology (prereq: MMBA 5520) • MMBA 5530 - Marketing (prereq: MMBA 5540)
College of Health Sciences	
<i>School of Health Sciences</i>	
<p>Master of Public Health (M.P.H.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p> <p><i>It is recommended that students complete PUBH 5101 prior to enrolling in any other M.P.H. courses.</i></p>	<ul style="list-style-type: none"> • PUBH 5101 - Principles of Communication in Public Health • PUBH 5002 - Essentials of Public Health: A Case Study Approach • PUBH 5115 - Social, Behavioral, and Cultural Factors in Public Health • PUBH 5165 - Environmental Health • PUBH 5235 - Program Design, Planning, and Evaluation • PUBH 5175 - Health Policy and Management <p><i>Students must complete all general education and core requirements before beginning AIM courses.</i></p>
<p>Master of Healthcare Administration (M.H.A.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMHA 5015 - Foundations of Healthcare Administration • MMHA 5100 - U.S. Healthcare Delivery System • MMHA 5135 - Health Policy and Economics • MMHA 5205 - Health Law and Ethics <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
College of Social and Behavioral Sciences	
<i>School of Public Policy and Administration</i>	
Master of Public Administration	<ul style="list-style-type: none"> • MMPA 5200 - Introduction to Public Administration

<p>(M.P.A.) <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMPA 5405 - Ethics and Social Justice • MMPA 5420 - Organizational Management and Leadership • MMPA 5431 - Finance and Budgeting for the Public Sector • MMPA 5435 - Human Resource Management: Building a Capable Workforce • MMPA 5451 - Public Policy Analysis • MMPA 5480 - Applied Research and Evaluation Methods <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>Master of Public Policy (M.P.P.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMPP 5280 - Policy and Politics in American Political Institutions • MMPA 5405 - Ethics and Social Justice • MMPA 5420 - Organizational Management and Leadership • MMPA 5431 - Finance and Budgeting for the Public Sector • MMPP 5111 - Leadership and Organizational Change <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Nonprofit Management and Leadership <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • NPMG 5200 - Introduction to the Nonprofit Sector • NPMG 5405 - Ethics and Social Justice • NPMG 5420 - Organizational Management and Leadership • NPMG 5431 - Finance and Budgeting for the Nonprofit Sector • NPMG 5435 - Human Resource Management: Building a Capable Workforce • NPMG 5480 - Applied Research and Evaluation Methods <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice • CRJS 5511 - Special Populations • CRJS 5217 - Technological Solutions and 21st-Century Crime • CRJS 5203 - Victimology <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>

<p>M.S. in Criminal Justice Leadership and Executive Management <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>School of Psychology</p>	
<p>M.S. in Psychology <i>Students may select any or all of these courses for the listed specializations. Individual course prerequisites apply.</i></p>	<p>Applied Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Crisis Management and Response</p> <ul style="list-style-type: none"> • PSYC 5701 - Culture and Psychology • PSYC 5740 - Disaster, Crisis, and Trauma <p>Educational Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5240 - Human Motivation • PSYC 5701 - Culture and Psychology <p>General Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology • PSYC 5220 - Psychology of Personality <p>Health Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5745 - Health Psychology <p>Media Psychology</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology • PSYC 5760 - Psychology and the Media <p>Organizational Psychology</p> <ul style="list-style-type: none"> • PSYC 5480 - Psychology of Organizational Behavior <p>Program Evaluation and Research</p> <ul style="list-style-type: none"> • PSYC 5315 - Tests and Measurement

	<p>Psychology of Culture</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Psychology, Public Administration, and Social Change</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Social Psychology</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Terrorism and Security</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5741 - Psychology of Terrorism <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Forensic Psychology <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • FPSY 5101 - Introduction to Forensic Psychology • FPSY 5115 - Understanding Forensic Psychology Research • FPSY 5125 - Assessment in Forensic Psychology Settings • FPSY 5135 - Criminal Behavior • FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology • FPSY 5720 - Abnormal Behavior <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>

All semester credits will be converted to quarter credits using the ratio of 1 semester credit equals 1.5 quarter credits.

Undergraduate Minors

Students have the option to select a minor after starting their undergraduate program. Unlike an undergraduate concentration, a minor must be in a discipline outside the student’s major. Students should verify individual requirements for each minor, including which programs are ineligible. An undergraduate minor consists of six or more courses with a minimum of two at the upper level. Students wishing to add a minor to their program should contact their academic advisor. Students may select a maximum of two minors.

- [Minor in Applied Instructional Design and Technology](#)
- [Minor in Business](#)

- [Minor in Child Development](#)
- [Minor in Communication](#)
- [Minor in Criminal Justice](#)
- [Minor in Educational Studies](#)
- [Minor in Healthcare Management](#)
- [Minor in Health Promotion and Wellness](#)
- [Minor in Health Studies](#)
- [Minor in Introductory Design and Technology](#)
- [Minor in Political Science and Public Administration](#)
- [Minor in Psychology](#)
- [Minor in Public Health](#)

Certificate Programs

Graduate Certificate in Information Systems

This certificate helps students develop basic programming abilities and helps them learn to apply technology to generate, process, and distribute information. Coursework includes an examination of information systems technology. Students study the basic principles of programming and systems analysis. Also addressed are the fundamentals of Web-based applications and how to manage an application's successful production. Credits from the certificate can be applied toward the M.S. in Information Systems or the M.S. in Information Technology.

Certificate Requirements

13 total semester credit hours

- Foundations course (1 sem. cr.)
- Certificate courses (12 sem. cr.)

Curriculum

Note: Students take all courses in sequence.

Foundations Course

- ISYS 6100 - Foundations for Graduate Study in Information Systems and Technology♦

Certificate Courses

- ISYS 6010 - Fundamentals of Information Systems♦
- ISYS 6020 - Core Web Technologies♦
- ISYS 6030 - Principles of Programming♦
- ISYS 6040 - Systems Analysis and Design♦

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
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1	ISYS 6100 - Foundations for Graduate Study in Information Systems and Technology	1 sem. cr.
	ISYS 6010 - Fundamentals of Information Systems	3 sem. cr.
	ISYS 6020 - Core Web Technologies	3 sem. cr.
2	ISYS 6030 - Principles of Programming	3 sem. cr.
	ISYS 6040 - Systems Analysis and Design	3 sem. cr.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Graduate Certificate in Information Systems](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Master's Degree Programs

M.S. in Information Systems

Through the M.S. in Information Systems program, students have the opportunity to gain a solid foundation in the principles and practices of technology. Students engage in coursework to explore ways to use technology to enhance decision making and organizational effectiveness. Students also study theory, while applying principles of information security and data protection to the construction of advanced information systems. In the capstone course, students plan, manage, and implement relevant and appropriate technologies.

Learning Outcomes

At the end of this program, students will be able to:

1. Apply core information technology principles and practices.
2. Work in geographically dispersed teams to produce effective solutions to complex information technology problems.
3. Recommend appropriate information technology solutions based on organizational needs and an evaluation of alternatives.
4. Evaluate professional, individual, organizational, societal, and regulatory implications of information systems and technology.
5. Apply software and system development techniques in the analysis and design of information systems.
6. Demonstrate ethical, legal, and responsible behavior in the development and deployment of information systems to meet organizational needs.

Degree Requirements

37 total semester credit hours

- Foundations course (1 sem. cr.)
- Core courses (33 sem. cr.)
- Capstone course (3 sem. cr.)

Curriculum

Foundations Course (1 sem. cr.)

- ISYS 6100 - Foundations for Graduate Study in Information Systems and Technology♦

Core Courses (33 sem. cr.)

- ISYS 6010 - Fundamentals of Information Systems♦
- ISYS 6020 - Core Web Technologies♦
- ISYS 6030 - Principles of Programming♦
- ISYS 6040 - Systems Analysis and Design♦
- ISYS 6111 - Information Technology in the Organization
- ISYS 6120 - Operating System and Network Architecture
- ISYS 6130 - Advanced Software Development
- ISYS 6140 - Data Modeling and Database Design
- ISYS 6150 - Principles of Software Engineering
- ISYS 6160 - Enterprise Systems Architecture
- ISYS 6170 - Fundamentals of Information Assurance

Capstone Course (3 sem. cr.)

- ISYS 6900 - IT Capstone

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	ISYS 6100 - Foundations for Graduate Study in Information Systems and Technology	1 sem. cr.
	ISYS 6010 - Fundamentals of Information Systems	3 sem. cr.
	ISYS 6020 - Core Web Technologies	3 sem. cr.
2	ISYS 6030 - Principles of Programming	3 sem. cr.
	ISYS 6040 - Systems Analysis and Design	3 sem. cr.
3	ISYS 6111 - Information Technology in the Organization	3 sem. cr.
	ISYS 6120 - Operating System and Network Architecture	3 sem. cr.
4	ISYS 6130 - Advanced Software Development	3 sem. cr.

	ISYS 6140 - Data Modeling and Database Design	3 sem. cr.
5	ISYS 6150 - Principles of Software Engineering	3 sem. cr.
	ISYS 6160 - Enterprise Systems Architecture	3 sem. cr.
6	ISYS 6170 - Fundamentals of Information Assurance	3 sem. cr.
	ISYS 6900 - IT Capstone	3 sem. cr.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Information Systems](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

M.S. in Information Technology

Through the M.S. in Information Technology program, students study ways to apply best principles and practices in information technology and prepare to pursue senior-level or management careers in the field. Students explore ways to create, maintain, and secure information systems. The curriculum balances theory and the practical application of best software engineering principles and practices so that students can learn to develop and maintain stable, secure, scalable, maintainable software. This program has two specializations: Information Security and Software Engineering.

Note for Track 1 only: In addition to standard master's admissions criteria, applicants must have a bachelor's degree in information technology (IT), computer science, computer/software engineering OR more than 3 years of full-time professional experience in an IT role, including experience in object-oriented programming. Applicants must also supply a resume.

Learning Outcomes

At the end of this program, students will be able to:

1. Apply core information technology principles and practices.
2. Apply best software engineering principles and practices to develop and maintain stable, secure, scalable, maintainable software.
3. Work in geographically dispersed teams to produce effective solutions to complex information technology problems.
4. Recommend appropriate information technology solutions based on organizational needs and an evaluation of alternatives.
5. Identify and discuss professional, individual, organizational, societal, and regulatory implications of information systems and technology.
6. Select technologies, policies, and procedures to assure the confidentiality, integrity, and availability of information and IT systems.

Specializations

- Information Security
- Software Engineering

Degree Requirements

Track 1: 37 semester credits

- Foundations course (1 sem. cr.)
- Information Technology core courses (21 sem. cr.)
- Specialization courses (12 sem. cr.)
- Capstone course (3 sem. cr.)

Track 2: 49 semester credits

- Foundations course (1 sem. cr.)
- Information Systems core courses (12 sem. cr.)
- Information Technology core courses (21 sem. cr.)
- Specialization courses (12 sem. cr.)
- Capstone course (3 sem. cr.)

Curriculum

The M.S. in Information Technology program has two tracks, providing different levels of foundational knowledge based on the students' studies and experiences prior to entering the program. All students complete the same Information Technology core and specialization curriculum.

- **Track 1:** Curriculum for students who hold an undergraduate degree in information technology, computer science, or computer/software engineering or have more than three years of full-time professional experience in an information technology role, including experience in object-oriented programming.
- **Track 2:** Curriculum for students who have the information technology education or experience for Track 1.

Foundations Course (1 sem. cr.)

- ITEC 6100 - Foundations for Graduate Study in Information Systems and Technology

Information Systems Core Courses (Track 2 only - 33 sem. cr.)

- ITEC 6010 - Fundamentals of Information Systems♦
- ITEC 6020 - Core Web Technologies♦
- ITEC 6030 - Principles of Programming♦
- ITEC 6040 - Systems Analysis and Design♦

Information Technology Core Courses (21 sem. cr.)

- ITEC 6111 - Information Technology in the Organization
- ITEC 6120 - Operating System and Network Architecture

- ITEC 6130 - Advanced Software Development
- ITEC 6140 - Data Modeling and Database Design
- ITEC 6150 - Principles of Software Engineering
- ITEC 6160 - Enterprise Systems Architecture
- ITEC 6170 - Fundamentals of Information Assurance

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Information Technology](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Information Security Specialization

This specialization provides an in-depth exploration of the field of information assurance. Students study ways to use security technologies and governance structures in organizations to manage information technology risks. Courses in this specialization focus on information ethics and security techniques that can be used to detect, protect, and defend against security attacks. At the end of the program, through the capstone course, students apply their skills to investigate security breaches and respond to incidents.

Information Security Specialization Courses (12 sem. cr.)

- ITEC 6610 - Information Assurance and Risk Management
- ITEC 6620 - Information and Systems Security
- ITEC 6630 - Computer Law, Crime, and Investigation
- ITEC 6640 - Topics in High-Assurance Computing

Capstone Course (3 sem. cr.)

- ITEC 6900 - IT Capstone

Course Sequence

M.S. in Information Technology: Information Security (Track 1)

Semester	Course	Credits
1	ITEC 6100 - Foundations for Graduate Study in Information Systems and Technology	1 sem. cr.
	ITEC 6111 - Information Technology in the Organization	3 sem. cr.
	ITEC 6120 - Operating System and Network Architecture	3 sem. cr.
2	ITEC 6130 - Advanced Software Development	3 sem. cr.
	ITEC 6140 - Data Modeling and Database Design	3 sem. cr.

3	ITEC 6150 - Principles of Software Engineering	3 sem. cr.
	ITEC 6160 - Enterprise Systems Architecture	3 sem. cr.
4	ITEC 6170 - Fundamentals of Information Assurance	3 sem. cr.
	ITEC 6610 - Information Assurance and Risk Management	3 sem. cr.
5	ITEC 6620 - Information and Systems Security	3 sem. cr.
	ITEC 6630 - Computer Law, Crime, and Investigation	3 sem. cr.
6	ITEC 6640 - Topics in High-Assurance Computing	3 sem. cr.
	ITEC 6900 - IT Capstone	3 sem. cr.

M.S. in Information Technology: Information Security (Track 2)

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	ITEC 6100 - Foundations for Graduate Study in Information Systems and Technology	1 sem. cr.
	ITEC 6010 - Fundamentals of Information Systems	3 sem. cr.
	ITEC 6020 - Core Web Technologies	3 sem. cr.
2	ITEC 6030 - Principles of Programming	3 sem. cr.
	ITEC 6040 - Systems Analysis and Design	3 sem. cr.
3	ITEC 6111 - Information Technology in the Organization	3 sem. cr.
	ITEC 6120 - Operating System and Network Architecture	3 sem. cr.
4	ITEC 6130 - Advanced Software Development	3 sem. cr.
	ITEC 6140 - Data Modeling and Database Design	3 sem. cr.
5	ITEC 6150 - Principles of Software Engineering	3 sem. cr.
	ITEC 6160 - Enterprise Systems Architecture	3 sem. cr.
6	ITEC 6170 - Fundamentals of Information Assurance	3 sem. cr.
	ITEC 6610 - Information Assurance and Risk Management	3 sem. cr.
7	ITEC 6620 - Information and Systems Security	3 sem. cr.
	ITEC 6630 - Computer Law, Crime, and Investigation	3 sem. cr.
8	ITEC 6640 - Topics in High-Assurance Computing	3 sem. cr.
	ITEC 6900 - IT Capstone	3 sem. cr.

Software Engineering Specialization

This specialization focuses on developing technology solutions to meet complex organizational needs. Students study ways to create complex, high-quality software products on time and on budget. Students explore the relationship between process and product quality and examine the

quality, cost, and effectiveness of alternative software design techniques. At the end of the program, through the capstone course, students apply engineering design principles to a real-world situation or problem.

Learning Outcomes

At the end of this program, students will be able to:

1. Appropriately apply discrete mathematics, probability and statistics, and relevant topics in computer science and supporting disciplines to complex software systems.
2. Analyze, design, verify, validate, implement, apply, and maintain software systems.
3. Work in one or more significant application domains.

Software Engineering Specialization Courses (12 sem. cr.)

- ITEC 6650 - Software Systems Engineering and Requirements Management
- ITEC 6660 - Software Design and Construction
- ITEC 6670 - Software Quality and Testing
- ITEC 6680 - Software Engineering Management and Processes

Capstone Course (3 sem. cr.)

- ITEC 6900 - IT Capstone

Course Sequence

M.S. in Information Technology: Software Engineering (Track 1)*

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	ITEC 6100 - Foundations for Graduate Study in Information Systems and Technology	1 sem. cr.
	ITEC 6111 - Information Technology in the Organization	3 sem. cr.
	ITEC 6120 - Operating System and Network Architecture	3 sem. cr.
2	ITEC 6130 - Advanced Software Development	3 sem. cr.
	ITEC 6140 - Data Modeling and Database Design	3 sem. cr.
3	ITEC 6150 - Principles of Software Engineering	3 sem. cr.
	ITEC 6160 - Enterprise Systems Architecture	3 sem. cr.
4	ITEC 6170 - Fundamentals of Information Assurance	3 sem. cr.
	ITEC 6650 - Software Systems Engineering and Requirements Management	3 sem. cr.

5	ITEC 6660 - Software Design and Construction	3 sem. cr.
	ITEC 6670 - Software Quality and Testing	3 sem. cr.
6	ITEC 6680 - Software Engineering Management and Processes	3 sem. cr.
	ITEC 6900 - IT Capstone	3 sem. cr.

* **Note:** Students admitted to track 1 who meet all other admissions requirements besides experience with object-oriented programming may be required to take ITEC 6030 before taking ITEC 6120 – Operating System and Network Architecture.

M.S. in Information Technology: Software Engineering (Track 2)

Semester	Course	Credits
1	ITEC 6100 - Foundation for Graduate Study in Information Systems and Technology	1 sem. cr.
	ITEC 6010 - Fundamentals of Information Systems	3 sem. cr.
	ITEC 6020 - Core Web Technologies	3 sem. cr.
2	ITEC 6030 - Principles of Programming	3 sem. cr.
	ITEC 6040 - Systems Analysis and Design	3 sem. cr.
3	ITEC 6111 - Information Technology in the Organization	3 sem. cr.
	ITEC 6120 - Operating System and Network Architecture	3 sem. cr.
4	ITEC 6130 - Advanced Software Development	3 sem. cr.
	ITEC 6140 - Data Modeling and Database Design	3 sem. cr.
5	ITEC 6150 - Principles of Software Engineering	3 sem. cr.
	ITEC 6160 - Enterprise Systems Architecture	3 sem. cr.
6	ITEC 6170 - Fundamentals of Information Assurance	3 sem. cr.
	ITEC 6650 - Software Systems Engineering and Requirements Management	3 sem. cr.
7	ITEC 6660 - Software Design and Construction	3 sem. cr.
	ITEC 6670 - Software Quality and Testing	3 sem. cr.
8	ITEC 6680 - Software Engineering Management and Processes	3 sem. cr.
	ITEC 6900 - IT Capstone	3 sem. cr.

Master of Information Systems Management (M.I.S.M.)

The Master of Information Systems Management (M.I.S.M.) program prepares students for leadership in the creation and management of information systems, processes, and services that meet organizational needs. The curriculum integrates technical and business knowledge and skills, preparing students to work across organizational and disciplinary boundaries. The curriculum also provides students with the perspectives and skills they need to manage the

development and delivery of information solutions that integrate contributions across a complex distributed supply chain. Students' knowledge and skills are developed through hands-on practice in a collaborative, project-oriented environment in a context of legal, ethical, professional, and social responsibility.

Learning Outcomes

At the end of this program, students will be able to:

1. Designs appropriate software system structures in response to application needs, organizational environment, and technical ecology.
2. Makes appropriate design choices based on system, service, and business process needs.
3. Analyzes social, legal, ethical, and professional issues in business and technical decision making.
4. Employs best communication practices with business partners, users, customers, and third-party providers.
5. Uses sound evaluation practices to select appropriately among competing technologies and technical approaches.
6. Manages business processes through analysis, design, and optimization in response to organizational needs.

Specializations

Specialization courses must be taken in the order they are listed.

- Business Information Management
- Enterprise Information Security
- Health Informatics
- IT Strategy and Governance
- Managing Global Software and Service Supply Chains
- Project Management

Degree Requirements

(All specializations except Health Informatics and Project Management)

- 33 total semester credit hours
- Core courses (24 sem. cr.)
- Specialization courses (6 sem. cr.)
- Capstone course (3 sem. cr.)

Degree Requirements

(Health Informatics and Project Management specializations only)

- 33 total semester credit hours
- Core courses (24 sem. cr.)
- Specialization courses (9 sem. cr.)

Curriculum

Core Curriculum

Core Courses (24 sem. cr.)

- NSEI 6110 - Software Architecture♦ *
- NSEI 6112 - System and Service Architecture♦
- NSEI 6301 - Information System and Service Analysis and Design♦
- NSEI 6511 - Information Systems Project Management♦
- NSEI 6561 - Service and Sourcing Management♦
- NSEI 6701 - Managing the IT-Enabled Enterprise♦
- NSEI 6712 - Business Architecture and Process♦
- NSEI 6721 - Organizational and Social Dimensions of Information Systems♦

* **Note:** Students who do not have experience with an object-oriented programming language will be required to take NSEI 3380 - Introduction to Client-Side Web Programming♦ and NSEI 3381 - Object-Oriented Programming for ISM♦ prior to NSEI 6110.

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	NSEI 6701 - Managing the IT-Enabled Enterprise	3 sem. cr.
	NSEI 6712 - Business Architecture and Process	3 sem. cr.
2	NSEI 6110 - Software Architecture	3 sem. cr.
	NSEI 6301 - Information System and Service Analysis and Design	3 sem. cr.
3	NSEI 6112 - System and Service Architecture	3 sem. cr.
	NSEI 6721 - Organizational and Social Dimensions of Information Systems	3 sem. cr.
4	NSEI 6511 - Information Systems Project Management	3 sem. cr.
	NSEI 6561 - Service and Sourcing Management	3 sem. cr.
5	Specialization course 1	3 sem. cr.
	Specialization course 2	3 sem. cr.
6	Specialization course 3 OR Capstone course	3 sem. cr.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Master of Information Systems Management \(M.I.S.M.\)](#) program relating to

the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Business Information Management Specialization

Students in the Business Information Management specialization learn key approaches to integrating enterprise-wide information to support business strategy and decision-making. They examine and apply techniques for inference and discovery in large data sets, as well as for data acquisition, storage, data mining, text mining, and data retrieval and analysis.

Specialization Curriculum (9 sem. cr.)

- NSEI 6631 - Data Warehousing and Business Intelligence♦
- NSEI 6661 - Business Analytics and Data Mining♦
- NSEI 6980 - ISM Capstone

Enterprise Information Security Specialization

Students in the Enterprise Information Security specialization develop a thorough understanding of information security issues and the importance of keeping systems safe from tampering and disclosure. Students identify management structures and processes for ensuring enterprise information security and the legal, regulatory, audit, and policy issues surrounding security.

Specialization Curriculum (9 sem. cr.)

- NSEI 6841 - Information Security Challenges and Solutions♦
- NSEI 6781 - Information Security Governance♦
- NSEI 6980 - ISM Capstone

Health Informatics Specialization

Walden's Health Informatics specialization allows technical professionals and those with an interest in a technical career to strengthen their data management skills and learn to apply them in the healthcare industry. The Health Informatics curriculum reflects the most current healthcare practices.

Specialization Curriculum (9 sem. cr.)

- NSEI 6600 - Foundations of Health Informatics♦
- NSEI 6630 - Information Systems Management
- NSEI 6645 - Representation of Health Information♦

IT Strategy and Governance Specialization

Students in the IT Strategy and Governance specialization develop and implement business strategies that give their organization a competitive advantage. They learn to understand the current competitive environment and forecast future changes that could affect their organization. Students align information systems with corporate strategy to boost their organization's effectiveness.

Specialization Curriculum (9 sem. cr.)

- NSEI 6713 - Business Strategy for Competitive Advantage♦
- NSEI 6771 - IT Governance♦
- NSEI 6980 - ISM Capstone

Managing Global Software and Service Supply Chains Specialization

Students in the Managing Global Software and Service Supply Chains specialization organize development projects in the global service marketplace, based on key considerations and best practices in outsourced and offshore development. They analyze the most important issues and practices for both clients and service providers, including legal, economic, cultural, and intellectual property issues; IT and business process outsourcing; global human resources; service supply chain management; and governance and client relationship management.

Specialization Curriculum (9 sem. cr.)

- NSEI 6521 - Global Information Systems Development♦
- NSEI 6562 - Global Services Management♦
- NSEI 6980 - ISM Capstone

Project Management Specialization

Students in the Project Management specialization study best practices for designing, planning, budgeting, and leading complex information systems and technology projects. Covering the entire project lifecycle, courses integrate the technical and management skills needed to ensure that projects meet technical requirements and business objectives. Course topics include developing operational plans and budgets, analyzing and mitigating risks, and integrating organization-wide processes and resources.

Specialization Curriculum (9 sem. cr.)

- NSEI 6720 - Integrated Project Process Management♦
- NSEI 6730 - Budgeting and Management of Operations♦
- NSEI 6740 - Enterprise and Project Risk Management♦

Optional PMP®/CAPM® Exam Preparation Course

- NSEI 6205 - PMP®/CAPM® Exam Preparation♦

Note: Students wishing to complete this optional course may request registration in this course before applying for the degree to be conferred or students may take the course as an individual course at a later date. If any student wishes to return to take this course after having the degree conferred, he or she must apply to take the course as a non-degree-seeking student, which requires a new application process.

School of Management

Bachelor's Degree Programs

B.S. in Accounting

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

Learners will first be taught the "hows" and "whys" of the professional use of accounting products. Once learners fully understand the use of accounting products, they will progress in a sequenced fashion to mastering the intricacies of developing accounting products and, ultimately, to interpreting business and accounting information to support organizational decision-making. Learners will also master the digitization of accounting data and technology that support international financial reporting. The program's comprehensive preparation of accounting students ensures that they will learn professionally relevant skills that can be directly applied to the working world.

The program is results-oriented and extends beyond theories and conceptual understanding to practical application. Learning outcomes are achieved through coursework completed in specific area requirements for general education, as well as through both lower- and upper-division content courses.

Note: Most states require individuals to complete 150 semester hours in certain subject areas in order to be eligible to sit for the Certified Public Accountant (CPA) exam and/or obtain a CPA license. Walden's B.S. in Accounting can help graduates progress toward meeting those requirements by offering 120 credit hours that include upper level courses in topics such as financial accounting, auditing, taxation, and management accounting.

In each state, there are specific policies that must be followed when an individual is seeking to become a licensed accountant. Some states will not allow individuals who complete the Walden accounting programs to sit for the CPA licensing exams due to state-specific issues such as professional accreditation or face to face instruction. For information on the educational requirements for your state, refer to the state's Board of Accountancy or related agency. Walden enrollment advisors can provide guidance about accountant licensure, however, it remains the responsibility of the individual enrolling in the program to read, understand, and comply with the licensure requirements in the state they wish to practice.

Walden University can make no representation, warranty, guarantee, or commitment that successful completion of a Walden program, or coursework for credit within a program, will make a graduate eligible to sit for a licensure exam or to obtain state licensure.

Learning Outcomes

The B.S. in Accounting program provides students with a comprehensive understanding of accounting principles and practices, combining functional skills with a larger perspective of accounting's role in business.

At the end of this program, students will:

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

Degree Requirements

- 181 total quarter credits (including 45 cr. completed at Walden)
- General education courses (45 cr.)
- Foundation course (1 cr.)
- Core courses (120 cr.)
- Elective courses (10 cr.)
- Capstone course (5 cr.)

Curriculum

General Education Courses (45 cr.)

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or 4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

Foundation Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (120 cr.)

- BUSI 1002 - Introduction to Management and Leadership♦
- ACCT 1003 - Introduction to Accounting I♦
- ECON 1001 - Macroeconomics♦
- ECON 1002 - Microeconomics♦
- ACCT 2003 - Introduction to Accounting II♦
- BUSI 2001 - Business Law♦
- STAT 2001 - Statistics♦
- ACCT 2002 - Managerial Accounting: Introduction to Financial Planning and Analysis♦
- FNCE 3001 - Financial Management♦
- ISYS 3001 - Information Systems in Enterprise♦
- ACCT 3006 - Accounting Information Systems♦
- BUSI 3002 - Ethical Leadership♦
- ACCT 3001 - Intermediate Accounting I♦
- ACCT 3002 - Auditing and Internal Controls♦
- ACCT 3003 - Intermediate Accounting II♦
- ACCT 3004 - Intermediate Accounting III
- ACCT 3005 - Intermediate Accounting IV♦
- BUSI 3006 - Advanced Business Law♦
- ACCT 4001 - Government and Nonprofit Accounting♦
- ACCT 4002 - Advanced Financial Accounting I♦
- ACCT 4003 - Advanced Financial Accounting II♦
- ACCT 4004 - Advanced Financial Accounting III♦
- ACCT 4005 - Federal Taxation I: Individual Taxation♦
- ACCT 4006 - Federal Taxation II: Corporate Taxation♦
- COMM 1005 - Developing Student Portfolios for Communication
(optional)

Elective Courses (10 cr.)

Choose two courses from general education, B.S. in Accounting, or other Walden bachelor's degree programs. Elective credits should total 10 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

The following courses are recommended as electives:

- BUSI 2002 - Global Business♦

- MRKT 3001 - Marketing♦
- BUSI 3005 - Critical Thinking♦
- FNCE 4101 - Corporate Finance♦
- ACCT 4007 - Treasury Management♦

Capstone Course (5 cr.)

- ACCT 4900 - Accounting Capstone Project

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Accounting](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

B.S. in Business Administration

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

B.S. in Business Administration students gain a working knowledge of the principles and concepts of management theory and practice by examining the interrelationships among the major business disciplines. Through case studies and demonstrations, students evaluate practical applications of the manager's role in planning, organizing, staffing, directing, and controlling. This program is results-oriented and extends beyond theories and conceptual understanding to practical application. Once students have a solid foundation in business administration, they select a concentration from today's most important fields. This flexibility helps to ensure that students learn professionally relevant skills that can be directly applied to the working world.

Accreditation

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

Learning Outcomes

At the end of this program, students will be able to:

1. Demonstrate proficiency in the fundamental business principles and practices that enable firms to operate in both domestic and global environments.
2. Employ critical-thinking and analysis skills to solve business problems in a real-world context.
3. Analyze ethical issues that impact business decisions from economic, political, legal, and social perspectives.
4. Describe the ways in which diversity influences a company's ability to achieve its goals.

5. Evaluate the application of technology as a strategy for competitive advantage in business.
6. Conduct basic research using scholarly sources to acquire new knowledge in the business domain.

General Program

Students have the option to complete the B.S. in Business Administration without selecting a concentration.

General Program Degree Requirements

- 181 total quarter credit hours (including 45 cr. completed at Walden)
- General Education courses (70 cr.)
- Foundation course (1 cr.)
- Business courses (75 cr.)
- Elective courses (35 cr.)

Concentrations

- Accounting
- Finance
- Human Resource Management
- Information Systems
- International Business
- Management
- Marketing
- Self-Designed
- Small Business Management

Degree Requirements (All concentrations except Accounting)

- 181 total quarter credit hours (including 45 cr. completed at Walden)
- General education courses (70 cr.)
- Foundation course (1 cr.)
- Business courses (75 cr.)
- Concentration courses (15 cr.)
- Elective courses (20 cr.)

Degree Requirements (Accounting concentration only)

- 181 total quarter credit hours (including 45 cr. completed at Walden)
- General education courses (70 cr.)
- Foundation course (1 cr.)
- Business courses (75 cr.)
- Concentration courses (25 cr.)

- Elective courses (10 cr.)

Curriculum

Walden University offers a Bachelor of Science in Business Administration degree to those students wanting to successfully compete in today's global business market. A General Program is offered for those students who want to gain an understanding and knowledge of general management principles. Walden also offers the following seven concentrations to its B.S. in Business Administration students: Accounting, Finance, Human Resource Management, Information Systems, International Business, Management, and Marketing.

Core Curriculum

General Education Courses (70 cr.)

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or 4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

Foundation Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Business Courses (75 cr.)

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

Elective Courses (10–35 cr.)

Students are to select two to seven additional courses (10–35 credits), depending on the concentration, to fulfill the elective requirement. Students may choose courses from either general education courses, B.S. in Business Administration courses, or courses from any of Walden’s bachelor’s degree programs. Individual course prerequisites apply.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Business Administration](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Accounting Concentration

In Walden’s Accounting concentration, students can gain a solid understanding of accounting principles and financial analysis. Students can learn how to manage a company’s books and records; prepare and read financial statements; and strengthen knowledge of taxation, auditing, and managerial accounting.

Concentration Curriculum (25 cr.)

Courses must be completed in the following order:

- ACCT 2003 - Introduction to Accounting II♦
- ACCT 2002 - Managerial Accounting: Introduction to Financial Planning and Analysis♦
- ACCT 3001 - Intermediate Accounting I♦
- ACCT 3002 - Auditing and Internal Controls♦
- ACCT 4005 - Federal Taxation I: Individual Taxation♦

Electives

Choose four courses from general education, B.S. in Business Administration, or other Walden bachelor’s degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Finance Concentration

In the Finance concentration, students learn how to effectively assess and guide the financial operation of an organization. The curriculum helps students gain insights into the key financial levers of an organization, so they can help management direct the organization to optimize its value, for both its employees and shareholders. **Note:** Students must complete FNCE 3001 Financial Management before entering the Finance concentration.

Concentration Curriculum (15 cr.)

Courses must be completed in the following order:

- FNCE 4101 - Corporate Finance♦

- FNCE 4102 - Financial Institutions and Markets♦
- FNCE 4103 - International Finance♦

Electives

Choose four courses from general education, B.S. in Business Administration, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Human Resource Management Concentration

The Human Resource Management concentration helps students develop insights into recruitment and selection, performance evaluation, compensation and benefits, job design, training, retention, and turnover. In addition, students explore how economic, social, psychological, legal, and cultural forces influence employment relations. **Note:** Students must complete HRMG 3001 - Human Resource Management before entering the Human Resource Management concentration.

Concentration Curriculum (15 cr.)

Courses must be completed in the following order:

- HRMG 4201 - Strategic Human Resource Management♦
- HRMG 4202 - Human Resource Development and Change♦
- HRMG 4203 - Human Resource Management: Analysis and Problems♦

Electives

Choose four courses from general education, B.S. in Business Administration, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Information Systems Concentration

The Information Systems concentration teaches students how to leverage technology to meet their organization's strategic goals by evaluating technology options; developing methods for transferring and assimilating new technology; and managing large, complex projects. **Note:** Students must complete ISYS 3001- Information Systems in Enterprise before entering the Information Systems concentration.

Concentration Curriculum (15 cr.)

Courses must be completed in the following order:

- ISYS 4301 - Business Process Design♦
- ISYS 4302 - Management of Technology♦
- ISYS 4303 - Case Study: Project Management♦

Electives

Choose four courses from general education, B.S. in Business Administration, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

International Business Concentration

Today's global marketplace requires a heightened understanding of international business practices and cross-cultural alliances. In this concentration, students will study the strategic and management issues that international organizations face, while helping to develop the skills to operate in this highly complex environment. They will also work to increase their knowledge in international marketing and international finance while preparing to become a global manager.

Concentration Curriculum (15 cr.)

Courses must be completed in the following order:

- MGMT 4100 - International Business Operations♦
- FNCE 4103 - International Finance♦
- MRKT 4502 - International Marketing♦

Management Concentration

The Management concentration focuses on aligning contemporary management practices with strategic direction. It provides students with advanced knowledge and skills in international management, human resource management, and knowledge management. Students focus on emerging trends in the international business arena, techniques for attracting and retaining effective human resources, and the integration of knowledge management with quality initiatives and organizational change. **Note:** Students must complete FNCE 3001 - Financial Management before entering the Corporate Finance course; BUSI 1002 - Introduction to Management and Leadership before entering the *Knowledge Management* course; and HRMG 3001 - Human Resource Management before entering the Strategic Human Resource Management course.

Concentration Curriculum (15 cr.)

It is recommended that courses be completed in the following order:

- BUSI 3007 - Knowledge Management♦
- FNCE 4101 - Corporate Finance♦
- HRMG 4201 - Strategic Human Resource Management♦

Electives

Choose four courses from general education, B.S. in Business Administration, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Marketing Concentration

The Marketing Communications concentration provides tools and techniques for delivering persuasive messaging to both local and international audiences through the use of real-world case studies. Students explore ways to identify market opportunities, develop and implement viable marketing plans, and measure their impact. Specific areas of focus include targeted communications, integrated media planning and purchasing, international marketing, and ethics.

Self-Designed

The field of business administration includes a broad range of topics that address the roles and functions of managers within organizations. The Self-Designed concentration allows students to choose courses from any other B.S. in Business Administration concentration. Students may select from an array of topics in order to build a solid foundation in areas that include marketing, corporate entrepreneurship, small business management, taxation, business law, and ethical leadership.

Concentration Curriculum (15 cr.)

Students in the Self-Designed concentration should complete three courses from any B.S. in Business Administration concentration. (Specific course prerequisites may apply.)

Small Business Management Concentration

This concentration focuses on the operational side of managing a small business, including marketing and customer relations. Students develop practical skills to help them grow or create a small business. Students also examine case studies and real-life examples of small business successes and failures across a wide range of small business models, including startups, franchises, family businesses, and e-commerce ventures.

Concentration Curriculum (15 cr.)

It is recommended that courses be completed in the following order:

- BUSI 4002 - Small Business Ventures♦
- BUSI 4003 - Marketing Strategies for Small Business♦
- BUSI 4004 - Customer Relationship Management for Small Business♦

Electives

Choose four courses from general education, B.S. in Business Administration, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

B.S. in Communication

The B.S. in Communication program prepares students to meet the growing demand for professionals who can create strategic, effective communications that engage audiences and drive results. Coursework focuses on developing the real-world communication skills students need in fields such as marketing, public relations, corporate communications, political

campaigning, healthcare, and advertising. Topics in this program include social media; interpersonal, oral, and written communications; and emerging media and new technologies.

Students learn to create effective communications to build relationships, sell products and ideas, influence consumer behavior, resolve conflicts, manage crisis, create and deliver presentations, and build corporate brands. Studies culminate with a capstone course in which students apply their learning to create a comprehensive communications plan for an organization of their choice.

Learning Outcomes

The B.S. in Communication program helps students to blend communication theory with practical communication skills. At the end of this program, students will be able to:

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

General Program

Students have the option to complete the B.S. in Communication without selecting a concentration.

General Program Degree Requirements

181 total quarter credit hours (including 45 cr. completed at Walden)

- General Education courses (45 cr.)
- Foundation course (1 cr.)
- Core courses (45 cr.)
- Elective courses (85 cr.)
- Capstone course (5 cr.)

Concentrations

- Emerging Media
- Health Communication
- Management and Organizational Communication
- Marketing Communication

- Political Communication
- Public Relations
- Self-Designed

Degree Requirements

- 181 total quarter credit hours (including 45 cr. completed at Walden)
- General education courses (45 cr.)
- Foundation course (1 cr.)
- Core courses (45 cr.)
- Concentration courses (15–20 cr.)
- Elective courses (65–70 cr.)
- Capstone course (5 cr.)

Curriculum

Core Curriculum

General Education Courses (45 cr.)

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or 4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

Foundation Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (45 cr.)

The following courses are required as part of the communication core:

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

Elective Courses (65-85 cr.)

Choose 14 courses from general education, B.S. in Communication, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 70 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Capstone Course (5 cr.)

Students must complete the following Capstone course at the end of the B.S. in Communication program:

- COMM 4901 - Communication Capstone

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Communication](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Emerging Media Concentration

In this concentration, students learn how to use contemporary tools of communication, such as smartphones, social networking tools, blogs, podcasts, and other media that can be leveraged to communicate and connect effectively with audiences in a variety of settings. Coursework examines various forms of new media, the use of emerging media in global markets, and how technology continues to evolve methods of mass communication.

Concentration Curriculum (15 cr.)

Courses should be completed in the following order:

- MEDC 4101 - Leveraging Emerging Media for Mass Communication♦
- MEDC 4102 - Emerging Media and Global Communication♦
- MEDC 4103 - Emerging Media Design♦

Electives

Choose 14 courses from general education, B.S. in Communication, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 70 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Health Communication Concentration

In this concentration, students gain the specialized communication skills needed for a career in the evolving healthcare sector. Students learn to shape messages for a variety of audiences to promote wellness and to raise awareness on important health and policy issues. The interdisciplinary curriculum provides a broad understanding of the changing healthcare system and explores cultural and socioeconomic factors in healthcare, stress and personal health

management, communication with diverse populations, and social media use in marketing and communications.

Concentration Curriculum (15 cr.)

Courses should be completed in the following order:

- HLTH 4300 - Personal Health and Wellness♦
- HLTH 3115 - Public and Global Health♦
- HLTH 4380 - Strategies for Health Communication and Wellness♦

Management and Organizational Communication Concentration

In this concentration, students examine the role of internal and external communication strategies in managing organizational change and cultivating corporate culture. Students learn communication strategies and approaches for crisis management, employee awareness, and shareholder communication. Coursework examines human behavior in an organizational setting, ethics, and the purpose and need for effective communication in complex organizations.

Concentration Curriculum (15 cr.)

Courses should be completed in the following order:

- MGMT 4401 - Management and Organizational Behavior♦
- COMM 4101 - Organizational Communication♦
- PREL 4103 - Crisis Communications♦

Electives

Choose 14 courses from general education, B.S. in Communication, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 70 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Marketing Communication Concentration

Through this concentration, students gain a fundamental understanding of marketing principles, concepts, and best practices. Coursework incorporates the closely related fields of marketing and communication by focusing on the development of targeted communications that support awareness initiatives, strategies and concepts in international marketing, and integrated media planning and purchasing.

Concentration Curriculum (20 cr.)

Courses should be completed in the following order:

- MRKT 3001 - Marketing♦
- MRKT 4511 - Marketing Communications♦
- MRKT 4512 - International Marketing Communications♦
- MRKT 4513 - Media Planning and Purchasing♦

Electives

Choose 13 courses from general education, B.S. in Communication, or other Walden bachelor's degree programs. At least 10 credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a 6-course minor.

Concentration Curriculum (15 cr.)

Courses must be completed in the following order:

- MRKT 4501 - Marketing Management♦
- MRKT 4502 - International Marketing♦
- MRKT 4503 - Case Study: Services Marketing♦

Electives

Choose four courses from general education, B.S. in Business Administration, or other Walden bachelor's degree programs. Elective credits should total 20 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor. Although this program requires fewer than six elective courses, students have the option to complete a minor and graduate with more than the required number of credits for this program.

Political Communication

Students in this concentration focus on developing political communications that target diverse audiences. The interdisciplinary curriculum joins the fields of political science and communication and examines communication as an integral component of the public sector. Students gain an understanding of how information flows through political processes and learn how to plan and manage crises and to promote positive social change through effective communication strategies. Through their coursework students also examine legal aspects of social issues and how organizations employ communication strategies to advance political goals.

Concentration Curriculum (15 cr.)

Courses should be completed in the following order:

- PREL 4103 - Crisis Communications♦
- PSPA 4010 - Contemporary Legal Debates♦
- PSPA 4030 - Communication for Social Change♦

Electives

Choose 14 courses from general education, B.S. in Communication, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 70 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Public Relations Concentration

In this concentration, students explore methods for crafting communications that shape public perceptions and attitudes about companies, organizations, people, products, issues, and ideas. Students gain a broad understanding of public relations principles and best practices in a variety of settings. Through their coursework, students focus on press release writing, publicity planning, media relations, advertising, and crisis management.

Concentration Curriculum (20 cr.)

Courses should be completed in the following order:

- PREL 3001 - Principles of Public Relations♦
- PREL 4101 - Publicity and Public Relations♦
- PREL 4102 - Applied Public Relations♦
- PREL 4103 - Crisis Communications♦

Electives

Choose 13 courses from general education, B.S. in Communication, or other Walden bachelor's degree programs. At least 10 credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Self-Designed Concentration

Students gain a broad overview of several areas of communication to increase their versatility as communications professionals. Students customize their program, selecting at least three courses from other B.S. in Communication concentrations. For those without a specific interest, Walden recommends one course from Marketing Communication, one course from Public Relations, and one course from Management and Organizational Communication.

Concentration Curriculum (15 cr.)

Students will choose three courses from any B.S. in Communication concentration. Individual course prerequisites are required to be met.

Electives

Choose 14 courses from general education, B.S. in Communication, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 70 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Other Undergraduate Options

Accelerate Into Master's (AIM) Programs

Walden University offers opportunities for advanced undergraduate students to accelerate time to the completion of a master's degree. This option, called Accelerate Into Master's (AIM), allows

undergraduate students to complete graduate-level courses, upon approval of their advisor, that will fulfill the requirements for their undergraduate program as well as graduate requirements for a future master's program. Students must select 5000-level courses as electives or replace courses in their B.S. program, and also must meet specific academic requirements.

When undergraduate students attempt a 5000-level course, they may earn a *C* in the graduate-level course but only a grade of *B* or better will carry over to the graduate program. Students who receive a *C* grade will be awarded a grade of *C**, which will permit the grade to be used toward the undergraduate-level requirement but not toward the master's-level requirement. Students who do not receive a *B* or better are not permitted to continue taking 5000-level courses. Later admission to the master's program requires that students must repeat that course as a master's student.

Requirements

Walden University offers several opportunities for advanced undergraduate students in certain programs to accelerate time to completion in certain master's degree programs.

1. Undergraduates can complete no more than 50% of the total courses required for master's degree completion, excluding thesis, practicum, or capstone. (Individual programs determine specific eligible courses and some programs may limit the number of courses available.)
2. To be eligible to begin AIM courses, students must:
 - a. Have an overall GPA equal to that required for admission to the associated master's degree.
 - b. Have completed a minimum of 90 credits and any specific core requirements associated with their bachelor's program listed below. (Individual programs may determine additional prerequisites.)
 - c. Be in good financial standing.
 - d. Not have any incompletes.

AIM courses are (5000-level) graduate courses.*

- a. Tuition for these courses is charged at the undergraduate rate.
- b. Courses taken as an undergraduate count as fulfilling undergraduate degree requirements.
- c. Grades for graduate courses taken as an undergraduate are incorporated into the undergraduate GPA.

Students must get a *B* or better in each course to have that course applied to the master's program.

- Students who get lower than a *B* in an AIM course will not be allowed to take any more 5000-level courses. Later admission to the master's program requires that the student must repeat that course as a master's student.

Students are expected to maintain the undergraduate GPA expected for admission to the associated master's program.

Falling below this GPA prevents the student from taking any additional graduate courses as an undergraduate student.

Upon completion of the undergraduate program requirements, students should file an Intent to Graduate form.

Students who complete these courses successfully are not required to pursue the master's degree and/or may defer enrollment to a future date. Transfer of credit policies, including those related to expiration, would apply.

Taking AIM courses does not guarantee admission into a master's program. Upon admission to the master's program, all AIM graduate courses completed with a B or better are applied to graduate program. The graduate GPA is calculated based only on those graduate courses taken as a graduate student.

Institutional coursework expires within 10 years unless otherwise notated by the individual academic unit or program.

** Note: Graduate students cannot register for AIM courses.*

AIM Program Chart

<i>Master's program</i>	<i>Eligible courses</i>
The Richard W. Riley College of Education and Leadership	
M.S. in Early Childhood Studies <i>Students may select any or all of these courses. Individual course prerequisites apply.</i>	<ul style="list-style-type: none"> • EDUC 5005 - Foundations: Early Childhood Studies • EDUC 5160 - Early Childhood Development • EDUC 5161 - Effective Programs and Practices • EDUC 5162 - Issues and Trends in the Early Childhood Field <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
M.S. in Instructional Design and Technology <i>Students may select any or all of these courses. Individual course prerequisites apply.</i>	<ul style="list-style-type: none"> • EDUC 5105 - Organizations, Innovation, and Change • EDUC 5115 - Learning Theories and Instruction • EIDT 5100 - Instructional Design • EIDT 5110 - Advanced Instructional Design <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
College of Management and Technology	
School of Management	

<p>Master of Business Administration <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMBA 5501 - Managing and Leading: A Contemporary Approach • MMBA 5510 - Leading People (prereq: MMBA 5501) • MMBA 5520 - Business Operations in the U.S. and Abroad (prereq: MMBA 5510) • MMBA 5540 - Innovation and Technology (prereq: MMBA 5520) • MMBA 5530 - Marketing (prereq: MMBA 5540)
<p>College of Health Sciences</p>	
<p><i>School of Health Sciences</i></p>	
<p>Master of Public Health (M.P.H.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i> <i>It is recommended that students complete PUBH 5101 prior to enrolling in any other M.P.H. courses.</i></p>	<ul style="list-style-type: none"> • PUBH 5101 - Principles of Communication in Public Health • PUBH 5002 - Essentials of Public Health: A Case Study Approach • PUBH 5115 - Social, Behavioral, and Cultural Factors in Public Health • PUBH 5165 - Environmental Health • PUBH 5235 - Program Design, Planning, and Evaluation • PUBH 5175 - Health Policy and Management <p><i>Students must complete all general education and core requirements before beginning AIM courses.</i></p>
<p>Master of Healthcare Administration (M.H.A.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMHA 5015 - Foundations of Healthcare Administration • MMHA 5100 - U.S. Healthcare Delivery System • MMHA 5135 - Health Policy and Economics • MMHA 5205 - Health Law and Ethics <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>College of Social and Behavioral Sciences</p>	
<p><i>School of Public Policy and Administration</i></p>	
<p>Master of Public Administration (M.P.A.) <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMPA 5200 - Introduction to Public Administration • MMPA 5405 - Ethics and Social Justice • MMPA 5420 - Organizational Management and Leadership • MMPA 5431 - Finance and Budgeting for the Public Sector • MMPA 5435 - Human Resource Management:

	<p>Building a Capable Workforce</p> <ul style="list-style-type: none"> • MMPA 5451 - Public Policy Analysis • MMPA 5480 - Applied Research and Evaluation Methods <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>Master of Public Policy (M.P.P.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMPP 5280 - Policy and Politics in American Political Institutions • MMPP 5405 - Ethics and Social Justice • MMPA 5420 - Organizational Management and Leadership • MMPA 5431 - Finance and Budgeting for the Public Sector • MMPP 5111 - Leadership and Organizational Change <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Nonprofit Management and Leadership <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • NPMG 5200 - Introduction to the Nonprofit Sector • NPMG 5405 - Ethics and Social Justice • NPMG 5420 - Organizational Management and Leadership • NPMG 5431 - Finance and Budgeting for the Nonprofit Sector • NPMG 5435 - Human Resource Management: Building a Capable Workforce • NPMG 5480 - Applied Research and Evaluation Methods <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice • CRJS 5511 - Special Populations • CRJS 5217 - Technological Solutions and 21st-Century Crime • CRJS 5203 - Victimology <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice Leadership and Executive Management <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>

School of Psychology

M.S. in Psychology

Students may select any or all of these courses for the listed specializations. Individual course prerequisites apply.

Applied Psychology

- [PSYC 5215 - Lifespan Development](#)
- [PSYC 5245 - Social Psychology](#)
- [PSYC 5701 - Culture and Psychology](#)

Crisis Management and Response

- [PSYC 5701 - Culture and Psychology](#)
- [PSYC 5740 - Disaster, Crisis, and Trauma](#)

Educational Psychology

- [PSYC 5215 - Lifespan Development](#)
- [PSYC 5240 - Human Motivation](#)
- [PSYC 5701 - Culture and Psychology](#)

General Psychology

- [PSYC 5215 - Lifespan Development](#)
- [PSYC 5245 - Social Psychology](#)
- [PSYC 5701 - Culture and Psychology](#)
- [PSYC 5220 - Psychology of Personality](#)

Health Psychology

- [PSYC 5215 - Lifespan Development](#)
- [PSYC 5745 - Health Psychology](#)

Media Psychology

- [PSYC 5245 - Social Psychology](#)
- [PSYC 5701 - Culture and Psychology](#)
- [PSYC 5760 - Psychology and the Media](#)

Organizational Psychology

- [PSYC 5480 - Psychology of Organizational Behavior](#)

Program Evaluation and Research

- [PSYC 5315 - Tests and Measurement](#)

Psychology of Culture

- [PSYC 5245 - Social Psychology](#)
- [PSYC 5701 - Culture and Psychology](#)

Psychology, Public Administration, and Social Change

- [PSYC 5245 - Social Psychology](#)

	<ul style="list-style-type: none"> • PSYC 5701 - Culture and Psychology <p>Social Psychology</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Terrorism and Security</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5741 - Psychology of Terrorism <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Forensic Psychology <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • FPSY 5101 - Introduction to Forensic Psychology • FPSY 5115 - Understanding Forensic Psychology Research • FPSY 5125 - Assessment in Forensic Psychology Settings • FPSY 5135 - Criminal Behavior • FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology • FPSY 5720 - Abnormal Behavior <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>

All semester credits will be converted to quarter credits using the ratio of 1 semester credit equals 1.5 quarter credits.

Undergraduate Minors

Students have the option to select a minor after starting their undergraduate program. Unlike an undergraduate concentration, a minor must be in a discipline outside the student's major. Students should verify individual requirements for each minor, including which programs are ineligible. An undergraduate minor consists of six or more courses with a minimum of two at the upper level. Students wishing to add a minor to their program should contact their academic advisor. Students may select a maximum of two minors.

- [Minor in Applied Instructional Design and Technology](#)
- [Minor in Business](#)
- [Minor in Child Development](#)
- [Minor in Communication](#)
- [Minor in Criminal Justice](#)
- [Minor in Educational Studies](#)
- [Minor in Healthcare Management](#)
- [Minor in Health Promotion and Wellness](#)
- [Minor in Health Studies](#)
- [Minor in Introductory Design and Technology](#)

- [Minor in Political Science and Public Administration](#)
- [Minor in Psychology](#)
- [Minor in Public Health](#)

Minor in Business

The Undergraduate Minor in Business is for non-business major students interested in obtaining knowledge and competencies required in today's diverse, global, and technologically sophisticated business environment. Students gain a working knowledge of the principles and concepts of management theory and practice by examining the interrelationships among the major business disciplines.

Note: This minor is not available to students in the B.S. in Business Administration, B.S. in Business Communication, or B.S. in Accounting programs.

Required (30 cr.)

Courses should be completed in the following order:

- BUSI 1002 - Introduction to Management and Leadership♦
- ACCT 1003 - Introduction to Accounting I♦
- MRKT 3001 - Marketing♦
- HRMG 3001 - Human Resource Management♦
- FNCE 3001 - Financial Management♦
- ISYS 3001 - Information Systems in Enterprise♦

Minor in Communication

The Undergraduate Minor in Communication program is designed for non-business major students who are interesting in such communication industries as marketing, public relations, corporate communications, and advertising. With the minor, students can develop their analytical, theoretical, and practical communication skills required to identify and develop creative and strategic communication solutions using various forms of media. Areas of focus may include mass communication, interpersonal communication, persuasive speaking, group dynamics, crisis management, critical thinking, professional writing strategies, intercultural communications, and future trends in new and emerging media.

Note: This minor is not available to students in the B.S. in Communication or B.S. in Business Communication program.

Required (30 cr.)

Select six of the following:

- COMM 1003 - Introduction to Mass Communication♦
- COMM 2001 - Dynamics of Group Communication♦
- COMM 2002 - Fundamentals of Public Speaking♦
- COMM 2003 - Writing for the Digital Age♦
- MEDC 3001 - Communicating Through Media and Technology♦

- COMM 3001 - Applied Interpersonal Communication♦
- COMM 3002 - Negotiation and Persuasion

Certificate Programs

Graduate Certificate in Advanced Project Management

Project Management Certificates

Walden University's project management certificate programs are geared toward students who want to learn the foundational skills for this field or those who want to build upon their existing senior-level experience to advance their career in project management. Each program positions students to take the Project Management Professional (PMP)[®] exam* from the Project Management Institute (PMI)[®]. Students who are already PMP-certified and are seeking recertification earn Professional Development Units (PDUs) that can be applied toward the 60 credits needed. Walden is also a PMI Registered Education Provider (R.E.P.) and, as such, has agreed to abide by PMI-established quality assurance criteria. Credits from all required courses in both certificate programs can be applied toward Walden's M.S. in Project Management program.

The Graduate Certificate in Advanced Project Management is designed for senior project managers. Aligned with the standards in Project Management Institute's (PMI's)[®] *A Guide to the Project Management Body of Knowledge (PMBOK[®] Guide)*, this certificate program leverages students' knowledge and experience to help them place project management in a strategic perspective within their organizations. Students who successfully complete this certificate program will have a demonstrable proficiency in advanced project management skills that they can show current and future employers.

**Eligibility for the PMP[®] credential requires individuals to first attain specific educational and project management experience, including 35 contact hours of project management education and a minimum of three years, or 36 months, of project management experience, during which at least 4,500 hours were spent leading and directing project tasks. The final step in earning the PMP credential is passing the PMP exam. For more information, visit the Project Management Institute (PMI) Web site at www.pmi.org.*

Note: PMI is a registered trademark and service mark of the Project Management Institute, Inc. PMP is a registered certification mark of the Project Management Institute, Inc.

Certificate Requirements

- Certificate courses (10 sem. cr.)
- Optional PMP[®]/CAPM[®] Exam Preparation course (1 sem. cr.)

Curriculum

Note: Students take all courses in sequence.

Certificate Courses

- MSPM 6101 - Foundations for Graduate Study in Project Management
- MSPM 6120 - Integrated Project Process Management♦
- MSPM 6160 - Stakeholder Management and Organizational Behavior♦
- MSPM 6170 - Sustainability in Project, Portfolio, and Program Management♦

Optional PMP®/CAPM® Exam Preparation Course

- MSPM 6205 - PMP®/CAPM® Exam Preparation Course (1 sem. cr.)♦

Note: Students may take this course during or following the completion of the Graduate Certificate in Advanced Project Management. Enrolling in this course after the conferral of the certificate requires the student submit a new application as a non-degree seeking student.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Graduate Certificate in Advanced Project Management](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Graduate Certificate in Applied Project Management

Project Management Certificates

Walden University's project management certificate programs are geared toward students who want to learn the foundational skills for this field or those who want to build upon their existing senior-level experience to advance their career in project management. Each program positions students to take the Project Management Professional (PMP)[®] exam* from the Project Management Institute (PMI)[®]. Students who are already PMP-certified and are seeking recertification earn Professional Development Units (PDUs) that can be applied toward the 60 credits needed. Walden is also a PMI Registered Education Provider (R.E.P.) and, as such, has agreed to abide by PMI-established quality assurance criteria. Credits from all required courses in both certificate programs can be applied toward Walden's M.S. in Project Management program.

The Graduate Certificate in Applied Project Management introduces the required skills necessary for managing projects in today's work environment. Fully aligned with the standards in Project Management Institute's (PMI's)[®] *A Guide to the Project Management Body of Knowledge (PMBOK[®] Guide)*, this certificate program covers the key process areas that every project manager must be able to address. Students who successfully complete this certificate program will have a demonstrable proficiency in essential project management skills that they can show current and future employers.

**Eligibility for the PMP[®] credential requires individuals to first attain specific educational and project management experience, including 35 contact hours of project management education and a minimum of three years, or 36 months, of project management experience, during which at least 4,500 hours were spent leading and directing project tasks. The final step in earning the*

*PMP credential is passing the PMP exam. For more information, visit the Project Management Institute (PMI) website at www.pmi.org. **Note:** PMI is a registered trademark and service mark of the Project Management Institute, Inc. PMBOK is a registered trademark of the Project Management Institute, Inc.*

Certificate Requirements

- Certificate courses (10 sem. cr.)
- Optional PMP®/CAPM® Exam Preparation course (1 sem. cr.)

Curriculum

Note: Students take all courses in sequence.

Certificate Courses

- MSPM 6101 - Foundations for Graduate Study in Project Management
- MSPM 6105 - Principles of Project Management♦
- MSPM 6130 - Budgeting and Management of Operations♦
- MSPM 6140 - Enterprise and Project Risk Management♦

Optional PMP®/CAPM® Exam Preparation course (1 sem. cr.)

- MSPM 6205 - PMP®/CAPM® Exam Preparation Course (1 sem. cr.)♦

Note: Students may take this course during or following the completion of the Graduate Certificate in Applied Project Management. Enrolling in this course after the conferral of the certificate requires the student submit a new application as a non-degree-seeking student.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Graduate Certificate in Applied Project Management](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Master's Degree Programs

Executive Master of Business Administration

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

international residency provides them with a new understanding of cultures and global business practices.

Learning Outcomes

Students in the EMBA program will be able to:

1. Synthesize theories, concepts, tools, skills, practices, and research to address problems, accomplish complex tasks, and complete projects that are common in a business environment.
2. Demonstrate effective written and verbal communication skills that are professionally appropriate, promote mutual respect, and encourage healthy discourse.
3. Demonstrate decision-making skills within a global business context that are well-reasoned, based on evidence, and are both ethically and socially responsible.
4. Lead, collaborate, and interact with others in diverse and globally dispersed environments based on a reflective knowledge of self and value-based interpersonal skills.
5. Evaluate business operations, business decisions, and business processes using systems thinking with an explicit consideration of the interdependencies of the parts of the system and the consequences (both intended and unintended) of decisions or actions taken, including potential impact on the system as a whole.
6. Assess opportunities to sustain and improve an organization's competitive position in a dynamic and complex global marketplace by employing critical, creative, or strategic thinking.
7. Create a vision for a personal commitment to positive change in one's self, organization, or broader community while maintaining a successful bottom line for the business.
8. Compare the environment in which business operates in the U.S. and abroad through direct experience and interaction with local, regional, and multinational businesses.

Degree Requirements

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

Curriculum

Core Courses (27 cr.)

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

Capstone Course (3 cr.)

- EMBA 6100 - Capstone: Business Strategy for Sustainable Competitive Advantage

M.S. in Accounting

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

The M.S. in Accounting program is results-oriented and extends beyond theories and conceptual understanding to practical application. Advanced learning outcomes are achieved through a live research and case study methodology that will provide learners with the skills necessary to thrive in a rapidly changing profession.

Learning Outcomes

At the end of this program, students will be able to:

1. Assess the impact of managerial decisions in organizational contexts using research techniques and results.

2. Communicate effectively about accounting and business practices, demonstrating knowledge of and respect for a variety of audiences.
3. Effectively employ quantitative and analytical skills essential in the accounting profession.
4. Construct alternative solutions to unique accounting situations and challenges.
5. Evaluate accounting and business practices from ethical, legal, and regulatory perspectives, considering diverse stakeholders and competing interests.
6. Appraise the mission-critical role the accounting professional has as an active partner in supporting the goals and needs of the organization.
7. Evaluate opportunities accounting professionals have to promote sustainable, socially aware organizations.

Specializations

- Accounting for the Professional
- Accounting with CPA Emphasis
- Self-Designed

Degree Requirements

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

Core Curriculum

Core Courses (15 sem. cr.)

- ACCT 6100 - Effective Communication for the Accountant♦
- ACCT 6110 - Legal and Ethical Issues in Accounting♦
- ACCT 6120 - Financial Management Tools for Decision Making♦
- ACCT 6130 - Managerial Accounting for Organizational Performance♦
- ACCT 6140 - Current Trends in Accounting Standards♦

Note on Licensure

Most states require individuals to complete 150 semester hours in certain subject areas in order to be eligible to sit for the Certified Public Accountant (CPA) exam and/or obtain a CPA license. This program was developed to reflect the content requirements of certain states by providing graduate-level courses in topics such as financial accounting, auditing, taxation, and managerial accounting.

Individuals seeking to become CPAs should review the educational requirements for their state to ensure the content requirements are being met. For more information, refer to the state's Board of Accountancy or related agency. Walden enrollment advisors can provide guidance on CPA requirements; however, it remains the individual's responsibility to understand and comply

with all exam and licensing requirements. Walden University can make no representation, warranty, or guarantee that successful completion of a Walden coursework or programs will permit an individual to sit for the CPA exam or obtain CPA licensure. Please speak with an enrollment advisor for additional guidance.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Accounting](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Accounting for the Professional Specialization

In Accounting for the Professional, students will build on skills and knowledge gained as a result of the M.S. in Accounting general program with a focus on the challenges of today's accountant as a practitioner. The courses are designed for individuals with some background in accounting. Students will explore best practices in managing business risk and understand how regulatory compliance impacts an organization's accounting requirements. The student will also develop knowledge in promulgated international accounting standards, and techniques in forensic and auditing issues prevalent in organizations. As a result of their studies, students will realize their potential to inspire others and influence the future of their organizations.

Specialization Curriculum (15 sem. cr.)

- ACCT 6600 - Managing Operational and Financial Business Risks♦
- ACCT 6610 - Managing Regulatory Compliance♦
- ACCT 6620 - Accounting Theory and Application♦
- ACCT 6650 - Forensic and Advanced Auditing Topics♦
- ACCT 6660 - International Perspectives in Accounting♦

Course Sequence

Semester	Course	Credits
1	ACCT 6100 - Effective Communication for the Accountant	3 sem. cr.
	ACCT 6110 - Legal and Ethical Issues in Accounting	3 sem. cr.
2	ACCT 6120 - Financial Management Tools for Decision-Making	3 sem. cr.
	ACCT 6130 - Managerial Accounting for Organizational Performance	3 sem. cr.
3	ACCT 6140 - Current Trends in Accounting Standards	3 sem. cr.
	ACCT 6600 - Managing Operational and Financial Business Risks	3 sem. cr.
4	ACCT 6610 - Managing Regulatory Compliance	3 sem. cr.
	ACCT 6620 - Accounting Theory and Application	3 sem. cr.
5	ACCT 6650 - Forensic and Advanced Auditing Topics	3 sem. cr.
	ACCT 6660 - International Perspectives in Accounting	3 sem. cr.

Accounting with CPA Emphasis Specialization

In Accounting with CPA Emphasis, students will build on skills and knowledge gained as a result of the M.S. in Accounting general program with a focus on the challenges typical of today's CPA professional. The courses are designed to prepare the student for the CPA exam and profession. Students will explore best practices in managing business risk; come to understand how regulatory compliance impacts an organization's accounting requirements; and increase knowledge regarding the application of accounting practices and tax strategies in a dynamic business environment. Students will also gain knowledge about solving prior CPA exam problems.

Specialization Curriculum (15 sem. cr.)

- ACCT 6600 - Managing Operational and Financial Business Risks♦
- ACCT 6610 - Managing Regulatory Compliance♦
- ACCT 6620 - Accounting Theory and Application♦
- ACCT 6630 - Tax Analysis and Decision Making♦
- ACCT 6640 - Solving CPA Problems♦

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	ACCT 6100 - Effective Communication for the Accountant	3 sem. cr.
	ACCT 6110 - Legal and Ethical Issues in Accounting	3 sem. cr.
2	ACCT 6120 - Financial Management Tools for Decision-Making	3 sem. cr.
	ACCT 6130 - Managerial Accounting for Organizational Performance	3 sem. cr.
3	ACCT 6140 - Current Trends in Accounting Standards	3 sem. cr.
	ACCT 6600 - Managing Operational and Financial Business Risks	3 sem. cr.
4	ACCT 6610 - Managing Regulatory Compliance	3 sem. cr.
	ACCT 6620 - Accounting Theory and Application	3 sem. cr.
5	ACCT 6630 - Tax Analysis and Decision-Making	3 sem. cr.
	ACCT 6640 - Solving CPA Problems	3 sem. cr.

Self-Designed Specialization

In the Self-Designed specialization, students will build on skills and knowledge gained as a result of the M.S. in Accounting general program. The focus will be on developing the professional accountant to allow them to participate in a number of industries and self-design technical accounting areas that may not be readily accessible otherwise. These areas include accounting courses in nonprofits and government, international business, or further studies in forensic and auditing applications. Students will have the ability to select specific courses to

increase their knowledge base to help them realize their potential to inspire others and influence the future of their organizations.

Specialization Curriculum (15 sem. cr.)

Student will choose a **total of five** courses from the lists below:

Accounting Courses

Student may select up to five courses from this group:

- ACCT 6600 - Managing Operational and Financial Business Risks♦
- ACCT 6610 - Managing Regulatory Compliance♦
- ACCT 6620 - Accounting Theory and Application♦
- ACCT 6630 - Tax Analysis and Decision Making♦
- ACCT 6640 - Solving CPA Problems♦
- ACCT 6650 - Forensic and Advanced Auditing Topics♦
- ACCT 6660 - International Perspectives in Accounting♦
- ACCT 6670 - Not-for-Profit and Government Accounting♦

Management and Leadership Courses

Student may select up to two courses from this group:

- ACCT 6675 - Critical Thinking for Effective Management♦
- ACCT 6680 - Leadership in a Global Landscape♦
- ACCT 6685 - Creating Sustainable Solutions Through Systems Thinking♦
- ACCT 6690 - Principles of Project Management♦
- ACCT 6695 - Leading Strategic Initiatives for Growth and New Value♦
- ACCT 6621 - Global Information Systems Development♦
- ACCT 6665 - Initiating and Managing Change♦

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	ACCT 6100 - Effective Communication for the Accountant	3 sem. cr.
	ACCT 6110 - Legal and Ethical Issues in Accounting	3 sem. cr.
2	ACCT 6120 - Financial Management Tools for Decision Making	3 sem. cr.
	ACCT 6130 - Managerial Accounting for Organizational Performance	3 sem. cr.
3	ACCT 6140 - Current Trends in Accounting Standards	3 sem. cr.
	Specialization Course 1	3 sem. cr.
4	Specialization Course 2	3 sem. cr.
	Specialization Course 3	3 sem. cr.
5	Specialization Course 4	3 sem. cr.
	Specialization Course 5	3 sem. cr.

M.S. in Accounting and Management

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

The M.S. in Accounting and Management program is results-oriented and extends beyond theories and conceptual understanding to practical application. Advanced learning outcomes are achieved through a live research and case study methodology that will provide learners with the skills necessary to thrive in a rapidly changing profession.

Learning Outcomes

At the end of this program, students will be able to:

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

Specializations

- Accountants as Strategic Managers
- Self-Designed

Degree Requirements

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

Core Curriculum

Core Courses (15 sem. cr.)

- ACMG 6100 - Effective Communication for the Accountant♦
- ACMG 6110 - Legal and Ethical Issues in Accounting♦
- ACMG 6120 - Financial Management Tools for Decision Making♦
- ACMG 6130 - Managerial Accounting for Organizational Performance♦
- ACMG 6140 - Current Trends in Accounting Standards♦

Note on Licensure

Most states require individuals to complete 150 semester hours in certain subject areas in order to be eligible to sit for the Certified Public Accountant (CPA) exam and/or obtain a CPA license. This program was developed to reflect the content requirements of certain states by providing graduate-level courses in topics such as financial accounting, auditing, taxation, and managerial accounting.

Individuals seeking to become CPAs should review the educational requirements for their state to ensure the content requirements are being met. For more information, refer to the state's Board of Accountancy or related agency. Walden enrollment advisors can provide guidance on CPA requirements; however, it remains the individual's responsibility to understand and comply with all exam and licensing requirements. Walden University can make no representation, warranty, or guarantee that successful completion of a Walden coursework or programs will permit an individual to sit for the CPA exam or obtain CPA licensure. Please speak with an enrollment advisor for additional guidance.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Accounting and Management](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Accountants as Strategic Managers Specialization

In Accountants as Strategic Managers, students will build on the skills and knowledge gained as a result of the core accounting courses with a focus on developing proficiency as a strategic advisor to management. Students will also achieve an aptitude for creating growth and value through the implementation of effective strategies. In particular, students will use their decision-making as well as their critical- and analytical-thinking skills from the accounting core to address challenges and opportunities organizations face, while exploring means to improve strategic goals and objectives such as supply chain, quality, innovation, and forecasting.

Specialization Curriculum (15 sem. cr.)

- ACMG 6675 - Critical Thinking for Effective Management♦
- ACMG 6680 - Leadership in a Global Landscape♦
- ACMG 6690 - Principles of Project Management♦

- ACMG 6685 - Creating Sustainable Solutions Through Systems Thinking♦
- ACMG 6695 - Leading Strategic Initiatives for Growth and New Value♦

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	ACMG 6100 - Effective Communication for the Accountant	3 sem. cr.
	ACMG 6110 - Legal and Ethical Issues in Accounting	3 sem. cr.
2	ACMG 6120 - Financial Management Tools for Decision-Making	3 sem. cr.
	ACMG 6130 - Managerial Accounting for Organizational Performance	3 sem. cr.
3	ACMG 6140 - Current Trends in Accounting Standards	3 sem. cr.
	ACMG 6675 - Critical Thinking for Effective Management	3 sem. cr.
4	ACMG 6680 - Leadership in a Global Landscape	3 sem. cr.
	ACMG 6690 - Principles of Project Management	3 sem. cr.
5	ACMG 6685 - Creating Sustainable Solutions Through Systems Thinking	3 sem. cr.
	ACMG 6695 - Leading Strategic Initiatives for Growth and New Value	3 sem. cr.

Self-Designed Specialization

In the Self-Designed specialization, students will build on skills and knowledge gained as a result of the core accounting program. Students will have the ability to select specific courses to increase their knowledge base to help them realize their potential to inspire others and influence the future of their organizations. The student will select courses in the Self-Designed specialization that focus on the areas of accounting and management that most closely match their personal and professional career aspirations.

Student will choose **a total of five** courses from the courses below.

Specialization Curriculum (15 sem. cr.)

Management and Leadership Courses

Students may select up to five courses from this group:

- ACMG 6675 - Critical Thinking for Effective Management♦
- ACMG 6680 - Leadership in a Global Landscape♦
- ACMG 6685 - Creating Sustainable Solutions Through Systems Thinking♦
- ACMG 6690 - Principles of Project Management♦
- ACMG 6695 - Leading Strategic Initiatives for Growth and New Value♦
- ACMG 6665 - Initiating and Managing Change♦
- ACMG 6621 - Global Information Systems Development♦

Accounting Courses

Students may select up to two courses from this group:

- ACMG 6600 - Managing Operational and Financial Business Risks♦
- ACMG 6610 - Managing Regulatory Compliance♦
- ACMG 6620 - Accounting Theory and Application♦
- ACMG 6630 - Tax Analysis and Decision Making♦
- ACMG 6640 - Solving CPA Problems♦
- ACMG 6650 - Forensic and Advanced Auditing Topics♦
- ACMG 6660 - International Perspectives in Accounting♦
- ACMG 6670 - Not-for-Profit and Government Accounting♦

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	ACMG 6100 - Effective Communication for the Accountant	3 sem. cr.
	ACMG 6110 - Legal and Ethical Issues in Accounting	3 sem. cr.
2	ACMG 6120 - Financial Management Tools for Decision Making	3 sem. cr.
	ACMG 6130 - Managerial Accounting for Organizational Performance	3 sem. cr.
3	ACMG 6140 - Current Trends in Accounting Standards	3 sem. cr.
	Specialization Course 1	3 sem. cr.
4	Specialization Course 2	3 sem. cr.
	Specialization Course 3	3 sem. cr.
5	Specialization Course 4	3 sem. cr.
	Specialization Course 5	3 sem. cr.

M.S. in Human Resource Management

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

Learning Outcomes

At the end of the program, students will be able to:

1. Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital.

2. Deploy appropriate HRM metrics and other HRM analytics to make informed decisions that enhance the effectiveness of the recruitment, training, development, and retention of human resources and align the HRM strategy with the overall organizational strategy and purpose.
3. Appraise and apply techniques in talent management that human resource professionals may use to facilitate effective position planning, talent selection, placement, compensation and rewards, as well as retention.
4. Propose mediation or negotiation strategies that lead to positive, ethical outcomes and demonstrate scrupulous consideration of perceived points of conflict; differences in values, beliefs, and cultures; or divergence of goals.
5. Assess opportunities to improve and sustain organizational performance through strategic thinking and management, the development of human capital, the allocation of physical and financial resources.
6. Exhibit the ability to make reasoned, ethical decisions based on professional standards and practices for ethical conduct, legal requirements, and regulatory guidelines in human resource management that are in the best interest of the individual, the organization, the environment, and society as a whole.
7. Propose systematic, systemic, and sustainable solutions to complex business problems related to human capital and human resources needs and issues by applying critical-thinking and analytical skills.

Specializations

- Functional Human Resource Management Specialization
- Integrating Functional and Strategic Human Resource Management
- Organizational Strategy

Degree Requirements

- 33 total semester credits
- Core courses (15 sem. cr.)
- Specialization courses (15 sem. cr.)
- Capstone course (3 sem. cr.)

Additional Technology Requirements

In addition to Walden's general technical requirements, it is strongly recommended that students purchase or have access to a webcam. Suggested specifications for this technology are noted below.

- Web camera: USB-supported or built into laptop
- Video capture: 800x600 pixel resolution, or higher
- Still image capturing resolution: 1280x960
- Standard definition (SD)
- Computer interface: USB 2.0 high speed connector
- Color imagery

- Connectivity details type: USB cable or built into laptop or monitor
- Frame rate: 30 frames per second, or higher
- Sound capture: built-in microphone
- Optical sensor type: CMOS
- Operating system capabilities: Windows XP or higher, Mac 10.0 or higher, Linux

Core Curriculum

Core Courses (15 sem. cr.)

- MHRM 6100 - Foundations of Human Capital Development♦
- MHRM 6110 - Talent Management
- MHRM 6120 - Human Resource Metrics♦
- MHRM 6130 - Negotiation and Conflict Resolution♦
- MHRM 6140 - Budgeting and Resource Allocation♦

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Human Resource Management](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Functional Human Resource Management Specialization

This specialization provides a solid foundation in human resources for students who want to begin or broaden their functional skills in the field. Students explore how to create an environment that nurtures productivity and growth. Students appraise techniques used to effect positive outcomes for an organization, including individual performance management, organizational capacity, benefits and compensation, training and development, and vendor management. At the end of the program, the capstone course reviews functional decision making in the human resource environment.

Specialization Curriculum (15 sem. cr.)

- MHRM 6600 - Performance Management♦
- MHRM 6615 - Legal and Regulatory Environment of Human Resource Management
- MHRM 6625 - Building Human Capital Through Training and Development♦
- MHRM 6630 - Benefits and Compensation♦
- MHRM 6635 - Managing Business Partner Relationships♦

Capstone Course (3 sem. cr.)

- MHRM 6900 - Capstone: Human Resource Planning in Action♦

Integrating Functional and Strategic Human Resource Management Specialization

This specialization combines the essentials of functional human resource management with elements of strategic human resources. This specialization is designed for students who are mid-career professionals and want to transition from human resource generalists or functional human resource specialists to roles with more strategic responsibilities. Students explore legal and regulatory issues used to facilitate effective decisions on behalf of the organization. Students also work to develop skills in leadership, team building, and diversity management. At the end of the program, the capstone course examines core management challenges faced by general human resource managers.

Specialization Curriculum (15 sem. cr.)

- MHRM 6600 - Performance Management♦
- MHRM 6605 - Strategic Human Resource Management♦
- MHRM 6610 - Aligning Human Resources with Business Operations♦
- MHRM 6615 - Legal and Regulatory Environment of Human Resource Management
- MHRM 6620 - Leading Vibrant and Diverse Teams♦

Capstone Course (3 sem. cr.)

- MHRM 6900 - Capstone: Human Resource Planning in Action♦

Organizational Strategy Specialization

This specialization is designed to provide experienced human resource professionals with the skills and ability to move into senior-level or executive positions. Topics include issues in critical areas such as business operations, succession planning, workforce development, and mergers and acquisitions. Students explore approaches to becoming involved in executive-level decision and policymaking. Students also assess various theoretical perspectives of strategic human resource management necessary to strategic planning and management. At the end of the program, the capstone course examines the strategic challenges faced by executives.

Specialization Curriculum (15 sem. cr.)

- MHRM 6605 - Strategic Human Resource Management♦
- MHRM 6610 - Aligning Human Resources with Business Operations♦
- MHRM 6640 - The Role of Human Resources in Mergers and Acquisitions♦
- MHRM 6645 - Building Organizational Capacity Through Succession Planning♦
- MHRM 6660 - Taking the Long View: Systems Thinking and Tools for Sustainability

Capstone Course (3 sem. cr.)

- MHRM 6900 - Capstone: Human Resource Planning in Action♦

M.S. in Leadership

The M.S. in Leadership program is designed to build the necessary knowledge base and skills for leaders to excel in meeting the ever-evolving challenges of a complex world. The degree

program will help prepare leaders to seek and find innovative answers to novel problems and challenges. Moreover, this program will help prepare students to create positive change at individual, organizational, local, regional, and international levels of engagement, where traditional approaches no longer suffice.

Learning Outcomes

At the end of the program:

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

Specializations

Note: Courses in specializations must be taken in the sequence specified. Students should refer to course descriptions for more information on prerequisite requirements.

- Entrepreneurship
- General Management
- Human Resources Leadership
- Innovation and Technology
- Leader Development
- Leading Sustainability
- Project Management
- Self-Designed

Degree Requirements

- 35 total semester credit hours*

- Core courses (21 sem. cr.)
- Specialization courses (11 sem. cr.)
- Capstone course (3 sem. cr.)

* **Note:** Students who have earned a Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR), Global Professional in Human Resources (GPHR), or Project Management Institute designation or certification may be eligible to accelerate their M.S. Leadership program.

Core Curriculum

Core Courses (21 sem. cr.)

- MMSL 6100 - The Character of Leadership
- MMSL 6110 - Building Organizational Culture: Leaders as Architects♦
- MMSL 6120 - Leading Vibrant and Diverse Teams♦
- MMSL 6130 - Leadership in a Global Landscape♦
- MMSL 6140 - Framing and Analyzing Problems: Research Strategies for Leaders♦
- MMSL 6150 - Developing and Communicating Solutions: Tools and Strategies for Leaders♦
- MMSL 6160 - Taking the Long View: Systems Thinking and Tools for Sustainability♦

Capstone Course (3 sem. cr.)

- MMSL 6900 - Capstone in Leadership: The Social Impact Vision and Project

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	MMSL 6100 - The Character of Leadership	3 sem. cr.
	MMSL 6110 - Building Organizational Culture: Leaders as Architects	3 sem. cr.
2	MMSL 6120 - Leading Vibrant and Diverse Teams	3 sem. cr.
	MMSL 6130 - Leadership in a Global Landscape	3 sem. cr.
3	MMSL 6140 - Framing and Analyzing Problems: Research Strategies for Leaders	3 sem. cr.
	MMSL 6150 - Developing and Communicating Solutions: Tools and Strategies for Leaders	3 sem. cr.
4	MMSL 6160 - Taking the Long View: Systems Thinking and Tools for Sustainability	3 sem. cr.
	Specialization course 1	3–4 sem. cr.
5	Specialization course 2	3–4 sem. cr.
	Specialization course 3	3–4 sem. cr.
6	MMSL 6900 - Capstone in Leadership: The Social Impact Vision and Project	3 sem. cr.

General Management Specialization

Through a General Management specialization, students will study the integration of business strategy and human resources for competitiveness, and will be better prepared to understand the general management perspective needed for effective change and long-term organizational success.

Specialization Curriculum (11 sem. cr.)

- MMSL 6570 - Leading Strategic Initiatives for Growth and New Value♦
- MMSL 6700 - Introduction to Human Resource Management♦
- MMSL 6661 - Leadership in Action: Change Management and Conflict Resolution♦

Entrepreneurship Specialization

In this specialization, students learn to adopt a strategic view of human resource management programs in evaluating their alignment with organizational strategic goals for two real-world problems. Students explore such concepts as issues involved with mergers and acquisitions, global management of human resources, and high performance systems required to achieve competitive advantage.

Specialization Curriculum (11 sem. cr.)

- MMSL 6530 - Toward Sustainable Futures: Leadership in Complex, Crisis-Driven Environments♦
- MMSL 6740 - Entrepreneurship and New Venture Creation♦
- MMSL 6741 - Building and Funding an Entrepreneurial Venture♦

Human Resources Leadership Specialization

Through a specialization in Human Resources Leadership, students learn to develop a deeper awareness of leadership styles and how they affect individuals and teams. They study the tools needed to lead a high-functioning team and to counsel senior management on key personnel issues.

Specialization Curriculum (11 sem. cr.)

- MMSL 6570 - Leading Strategic Initiatives for Growth and New Value♦
- MMSL 6700 - Introduction to Human Resource Management♦
- MMSL 6701 - Strategic Human Resource Management

Innovation and Technology Specialization

Through a specialization in Innovation and Technology, students study the link between business strategy and innovation. They learn how to benchmark best practices employed by technology-based organizations, identify emerging technologies, and foster an environment that encourages innovation to enhance their competitive advantage.

Specialization Curriculum (11 sem. cr.)

- MMSL 6540 - Innovation and Technology♦
- MMSL 6730 - Strategies for Advancing Innovation and Technology♦

- MMSL 6731 - Strategies for Implementing Innovation and Technology

Leader Development Specialization

Through a specialization in Leader Development, students learn to enhance their skills in communication and engagement in complex and changing decision environments, and to develop capabilities to mentor, coach, and communicate more effectively with others.

Specialization Curriculum (11 sem. cr.)

- MMSL 6530 - Toward Sustainable Futures: Leadership in Complex, Crisis-Driven Environments♦
- MMSL 6660 - Personal Leadership: Mentoring and Coaching♦
- MMSL 6661 - Leadership in Action: Change Management and Conflict Resolution♦

Leading Sustainability Specialization

To remain competitive, successful organizations must demonstrate social and environmental responsibility. In a specialization in Sustainable Futures, students will develop the skills to manage large-scale change that adds value, contributes to a sustainable future, and responds to the needs of both organizations and society. They will explore ways to understand and improve relationships among individuals, organizations, and communities. Students will also incorporate global awareness into planning, operations, and decision-making at all levels of an organization. And they will develop innovative social responsibility practices as they help organizations respond in sustainable ways to their communities and the world.

Specialization Curriculum (11 sem. cr.)

- MMSL 6530 - Toward Sustainable Futures: Leadership in Complex, Crisis-Driven Environments♦
- MMSL 6680 - Individual and Organizational Commitment to Social Responsibility♦
- MMSL 6681 - Social/Environmental Entrepreneurship and Sustainable Development♦

Project Management Specialization

Through a specialization in Project Management, students learn to develop the strategies required to manage projects of various scopes and sizes. They learn how to avoid typical project pitfalls while putting their newfound project management skills to work in real-world exercises.

Specialization Curriculum (11 sem. cr.)

- MMSL 6540 - Innovation and Technology♦
- MMSL 6750 - Foundations in Project Management♦
- MMSL 6751 - Project Management Skills for Managers

Self-Designed Specialization

In the Self-Designed specialization, students can connect to a number of unique Walden Leadership Program experiences by combining specific specialization courses, study abroad, or field study. Students will choose two of these three options (taking a study abroad or field study only once) to create a program tailored to their interests. The specialization will total 11 credits,

combining one (1) 3-credit and two (2) 4-credit specialization courses from the M.S. in Leadership program. Additional costs apply to study abroad, and prior academic approval is required for field study. Students should contact their Walden enrollment advisor for details.

Specialization Curriculum (11 sem. cr.)

Select one 3-credit course:

- MMSL 6530 - Toward Sustainable Futures: Leadership in Complex, Crisis-Driven Environments♦
- MMSL 6540 - Innovation and Technology♦
- MMSL 6570 - Leading Strategic Initiatives for Growth and New Value♦

Select two 4-credit courses:

- MMSL 6700 - Introduction to Human Resource Management♦
- MMSL 6730 - Strategies for Advancing Innovation and Technology♦
- MMSL 6740 - Entrepreneurship and New Venture Creation♦
- MMSL 6750 - Foundations in Project Management♦
- MMSL 6660 - Personal Leadership: Mentoring and Coaching♦
- MMSL 6680 - Individual and Organizational Commitment to Social Responsibility♦
- MMSL 6671 - Global Perspectives with Study Abroad Seminar
- MMSL 6672 - Field Study

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Leadership](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

M.S. in Management

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

Learning Outcomes

At the end of this program, students will be able to:

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

Specializations

- General Program
- Global Management
- Healthcare Management
- Human Resource Management
- Managers as Leaders
- Project Management
- Research Strategies
- Strategy and Operations

- Sustainable Management
- Technology Management

Degree Requirements

- General Program: 30 total semester credits
- Optional Specializations: 6–9 additional semester credits

Curriculum

Core Courses (General Program) (30 sem. cr.)

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

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	MGMT 6100 - Managing and Leading: a Contemporary Approach	3 sem. cr.
	MGMT 6110 - Critical Thinking for Effective Management	3 sem. cr.
2	MGMT 6120 - Negotiation and Conflict Resolution	3 sem. cr.
	MGMT 6130 - Developing People and Managing Teams	3 sem. cr.
3	MGMT 6140 - Initiating and Managing Teams	3 sem. cr.
	MGMT 6150 - Creating Sustainable Solutions Through Systems Thinking	3 sem. cr.
4	MGMT 6160 - Using Data and Information to Solve Problems	3 sem. cr.
	MGMT 6170 - Budgeting and Resource Allocation	3 sem. cr.
5	MGMT 6180 - Managing Organizational Performance	3 sem. cr.
	MGMT 6900 - Capstone: Practicing Managerial Decision-Making	3 sem. cr.
<i>With optional specialization:</i>		<i>3 sem. cr.</i>
6	Specialization course 1 (variable sem. cr.)	Variable
	Specialization course 2 (variable sem. cr.)	Variable
7	Specialization course 3 (if applicable) (variable sem. cr.)	Variable

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Management](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Global Management Specialization

In the Global Management specialization, students will build on skills and knowledge gained as a result of the M.S. in Management General Program with a focus on today's global environment. Students will explore political, financial, competitive, regulatory, operational, and social issues faced by global managers. Students will study the changing nature of international business and leadership, and evaluate the concepts of sustainable business strategies, international trade, foreign direct investments, and regional economic integration.

Specialization Curriculum (7 sem. cr.)

- MGMT 6640 - Leadership in a Global Landscape♦
- MGMT 6641 - Applications in International Business♦

Note: Students have the option to substitute MGMT 6671 for MGMT 6641.

- MGMT 6671 - Global Perspectives With Study Abroad Seminar

Healthcare Management Specialization

In the Healthcare Management specialization, students will build on skills and knowledge gained as a result of the M.S. in Management General Program with a focus on understanding the structure and components of healthcare organizations in the United States. Students will examine the economic principles and decision making related to the amount, structure, and distribution of healthcare resources and services. In this specialization, students are introduced to the terminology, theory, and concepts used in the accounting and finance functions of healthcare organizations, and will explore the techniques required to develop, manage, and control healthcare finances.

Specialization Curriculum (9 sem. cr.)

- MGMT 6690 - U.S. Healthcare Delivery System♦
- MGMT 6695 - Health Policy and Economics
- MGMT 6692 - Financial Management♦

Human Resource Management Specialization

In the Human Resource Management specialization, students will build on skills and knowledge gained as a result of the M.S. in Management General Program with a focus on the role of HR as a strategic resource within an organization. Students will learn to view employees as assets, formulating policies and programs that support high performance through balancing rewards, training, empowerment, and job design. Students will explore how economic, social, psychological, legal, and cultural forces influence employment relations and gain expertise in areas related to recruitment and selection, performance evaluation, compensation and benefits, job design, retention, and turnover.

Specialization Curriculum (8 sem. cr.)

- MGMT 6600 - Introduction to Human Resource Management♦
- MGMT 6601 - Strategic Human Resource Management

Managers as Leaders Specialization

In the Managers as Leaders specialization, students will build on skills and knowledge gained as a result of the M.S. in Management General Program with a focus on developing their own leadership abilities. Students will explore various perspectives of what makes a good leader and will evaluate their own leadership style. As a result of their studies, students will realize their potential to inspire others and influence the future of their organizations.

Specialization Curriculum (7 sem. cr.)

- MGMT 6620 - Leadership for the Contemporary Organization♦
- MGMT 6621 - Personal Leadership: Mentoring and Coaching♦

Project Management Specialization

In the Project Management specialization, students will build on skills and knowledge gained as a result of the M.S. in Management General Program with a focus on successful management of projects of various scopes and sizes. Students will learn how to avoid the typical pitfalls of missed deadlines and mismanaged resources and will explore current theories and research, putting their newfound project management knowledge to work in real-world exercises. Students will benefit from gaining an understanding of the processes and concepts commonly addressed by managers evaluating challenges and opportunities related to projects.

Specialization Curriculum (8 sem. cr.)

- MGMT 6650 - Foundations in Project Management♦
- MGMT 6651 - Project Management Skills for Managers

Research Strategies Specialization

In the Research Strategies specialization, students will build on skills and knowledge gained as a result of the M.S. in management General Program with a focus on problem analysis. Students also will become familiar with qualitative and quantitative research methods that will enhance their ability to transition to doctoral study or enable them to be effective in any research-based environment. Students will further hone their critical-thinking and decision-making skills while learning the fundamentals of scientific research. Ethical, social, and political aspects of conducting research and producing knowledge will be covered as part of the coursework.

Specialization Curriculum (6 sem. cr.)

- MGMT 6660 - Framing and Analyzing Problems: Research Strategies for Leaders♦
- MGMT 6661 - Applied Research Methods—Qualitative and Quantitative

Strategy and Operations Specialization

In the Strategy and Operations specialization, students will build on the skills and knowledge gained as a result of the M.S. in Management General Program with a focus on developing

proficiency in the ways that business and organizations operate in a global environment. Students also will achieve an aptitude for creating growth and value through the implementation of effective strategies. In particular, students will use decision-making as well as their critical- and systems-thinking skills to address challenges and opportunities organizations face, while exploring means to improve processes such as supply chain, quality, innovation, and forecasting. Note that in the Business Operations course, students will be expected to participate and contribute at a doctoral level.

Specialization Curriculum (6 sem. cr.)

- MGMT 6610 - Leading Strategic Initiatives for Growth and New Value♦
- MGMT 6611 - Business Operations: Systems Perspectives in Global Organizations♦

Sustainable Management Specialization

In the Sustainable Management specialization, students will build on skills and knowledge gained as a result of the M.S. in Management General Program with a focus on how successful managers demonstrate both social and environmental responsibility. Students will develop the management skills to deal with large-scale change that adds value and contributes to a sustainable future, while balancing the needs of society and the organization. Students will gain a global awareness as they learn to plan and make decisions that will lead to innovative and socially responsible practices.

Specialization Curriculum (8 sem. cr.)

- MGMT 6680 - Individual and Organizational Commitment to Social Responsibility♦
- MGMT 6681 - Social/Environmental Entrepreneurship and Sustainable Development♦

Technology Management Specialization

In the Technology Management specialization, students will build on skills and knowledge gained as a result of the M.S. in Management General Program with a focus on the management challenges typical of today's technology-driven world. The courses are designed for individuals with some background in or propensity for technology. Students will explore current technologies and related processes employed by successful organizations of different scopes and sizes and learn to integrate or use technology to enhance the organizational effectiveness.

Specialization Curriculum (8 sem. cr.)

- MGMT 6630 - Strategies for Advancing Innovation and Technology♦
- MGMT 6631 - Strategies for Implementing Innovation and Technology

M.S. in Project Management

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

Learning Outcomes

At the end of the program, students will be able to:

1. Apply the theoretical and practical aspects of project management to formulate strategies enabling organizations to achieve strategic goals through projects.
2. Evaluate management by projects as an emerging business model in the context of managing complexity, managing change, and optimizing business performance in a dynamic environment.
3. Employ critical-thinking and analytical skills to investigate complex business problems to propose project-based solutions that are derived from project management theory and practice.
4. Articulate the value of project risk management in the broader context of enterprise risk management considering both threats and opportunities posed by environmental factors.
5. Exhibit the ability to make reasoned, ethical decisions that are based on professional standards for ethical conduct in project management as well as in the best interest of the project, the organization, the environment, and society as a whole.
6. Assess leadership styles from the perspectives of the role of the leader and leadership effectiveness in organizations that are managed by function, by matrix, and by projects.

Degree Requirements

- 31 total semester credits
- Foundation course (1 sem. cr.)
- Core courses (27 sem. cr.)
- Capstone course (3 sem. cr.)

Curriculum

Core Curriculum

Foundation Course (1 sem. cr.)

- MSPM 6100 - Foundations for Graduate Study in Project Management

Core Courses (27 sem. cr.)

- MSPM 6105 - Principles of Project Management♦
- MSPM 6110 - Leadership for the Contemporary Organization♦
- MSPM 6120 - Integrated Project Process Management♦
- MSPM 6130 - Budgeting and Management of Operations♦
- MSPM 6140 - Enterprise and Project Risk Management♦
- MSPM 6150 - Planning and Administering Project Contracts♦
- MSPM 6160 - Stakeholder Management and Organizational Behavior♦
- MSPM 6170 - Sustainability in Project, Portfolio, and Program Management♦
- MSPM 6180 - Business Process Management and Systems♦

Capstone Course (3 sem. cr.)

- MSPM 6900 - Capstone: Social Impact in Project Management

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	MSPM 6100 - Foundations for Graduate Study in Project Management	1 sem. cr.
	MSPM 6105 - Principles of Project Management	3 sem. cr.
	MSPM 6110 - Leadership for the Contemporary Organization	3 sem. cr.
2	MSPM 6120 - Integrated Project Process Management	3 sem. cr.
	MSPM 6130 - Budgeting and Management of Operations	3 sem. cr.
3	MSPM 6140 - Enterprise and Project Risk Management	3 sem. cr.
	MSPM 6150 - Planning and Administering Project Contracts	3 sem. cr.
4	MSPM 6160 - Stakeholder Management and Organizational Behavior	3 sem. cr.
	MSPM 6170 - Sustainability in Project, Portfolio, and Program Management	3 sem. cr.
5	MSPM 6180 - Business Process Management and Systems	3 sem. cr.
	MSPM 6900 - Capstone: Social Impact in Project Management	3 sem. cr.

Optional PMP®/CAPM® Exam Preparation Course

- MSPM 6205 - PMP®/CAPM® Exam Preparation Course (1 sem. cr.)♦

Note: Students wishing to complete this optional course may request registration in this course before applying for the degree to be conferred or students may take the course as an individual course at a later date. If any student wishes to return to take this course after having the degree conferred, he or she must apply to take the course as a non-degree-seeking student, which requires a new application process.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Project Management](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Master of Business Administration (M.B.A.)

Walden's M.B.A. curriculum connects students to real-world issues and trends, with coursework that emphasizes skills to help them become more effective business communicators, successful collaborators, creative thinkers, and world-class managers prepared to work in the United States or abroad. Students have the opportunity to enhance their ethical decision-making skills with learning experiences designed to help them articulate their leadership styles. They can customize the M.B.A. degree by choosing a specialization or designing their own.

Accreditation

Walden University's Master of Business Administration (M.B.A.) program is accredited by the Accreditation Council for Business Schools and Programs (ACBSP). ACBSP is a leading specialized accreditation association that identifies and supports excellence in business education.

Learning Outcomes

At the end of this program, students will:

1. Have an extensive and practical knowledge-base of theory, tools, skills, practices, and research related to business and be able to apply these to the problems and opportunities that are encountered in the 21st-century business environment.
2. Demonstrate effective professional and interpersonal practices essential in business.
3. Develop a range of professional strategies that promote their effectiveness in a business environment.
4. Demonstrate ethical, legal, and responsible behavior and explain the broader role that business has in society and their own responsibilities as a member of the business community and citizens in society.

Specializations

Note: Courses in specializations must be taken in the sequence specified. Students should refer to course descriptions for more information on prerequisite requirements.

- Accounting for Managers
- Corporate Finance
- Entrepreneurship
- Healthcare Management
- Healthcare System Improvement
- Human Resource Management
- International Business
- Leadership
- Marketing
- Project Management
- Risk Management
- Strategies for Sustainability
- Technology Management
- Self-Designed

Degree Requirements

- 36–37 total semester credit hours (depending on specialization)*
- Foundation courses (3 sem. cr.)
- Core courses (21 sem. cr.)
- Specialization courses (8 or 9 sem. cr., depending on specialization)

- Capstone course (4 sem. cr.)

* **Note:** Students who have earned a professional certification may be eligible to take an accelerated M.B.A. program. See the specialization curriculum descriptions for more information.

Curriculum

Core Curriculum

Foundation Courses (3 sem. cr.)

- MMBA 6501 - Managing and Leading: A Contemporary Approach♦

Core Courses (21 sem. cr.)

- MMBA 6510 - Leading People♦
- MMBA 6520 - Business Operations in the United States and Abroad♦
- MMBA 6530 - Marketing
- MMBA 6540 - Innovation and Technology
- MMBA 6550 - Accounting for Business Management
- MMBA 6560 - Financial Management
- MMBA 6570 - Business Strategy for Competitive Advantage

Capstone Course (4 sem. cr.)

- MMBA 6780 - Capstone: Becoming a World-Class Manager

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	MMBA 6501 - Managing and Leading: A Contemporary Approach	3 sem. cr.
	MMBA 6510 - Leading People	3 sem. cr.
2	MMBA 6520 - Business Operations in the U.S. and Abroad	3 sem. cr.
	MMBA 6530 - Marketing	3 sem. cr.
3	MMBA 6540 - Innovation and Technology	3 sem. cr.
	MMBA 6550 - Accounting for Business Management	3 sem. cr.
4	MMBA 6560 - Financial Management	3 sem. cr.
	MMBA 6570 - Business Strategy for Competitive Advantage	3 sem. cr.
5	Specialization course 1	3–4 sem. cr.
	Specialization course 2	3–4 sem. cr.
6	MMBA 6780 - Capstone: Becoming a World-Class Manager	3 sem. cr.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Master of Business Administration](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Accounting for Managers Specialization

Through the Accounting for Managers specialization, students can acquire accounting skills and explore financial decision-making tools that will help them understand and improve organizational performance. Coursework examines forecasting, cost analysis, and assessment methods as well as budgeting and financial procedures. Students can broaden their cross-functional business knowledge and discover how to more effectively manage resources and reduce business risks.

Specialization Curriculum (9 sem. cr.)

- MMBA 6782 - Financial Management Tools for Decision Making♦
- MMBA 6783 - Managerial Accounting for Organizational Performance♦
- MMBA 6784 - Managing Operational and Financial Business Risks♦

Corporate Finance Specialization

The Corporate Finance specialization broadens students' knowledge of corporate finance, enabling them to make more informed and profitable business decisions. Students participate in a comprehensive overview of financial principles and accepted practices in financial markets, thrift institutions, and commercial and investment banking. They analyze legal and ethical issues across a broad spectrum of companies and industries to support their decision-making processes and complete the program with real-world case studies in financial modeling and analysis. **Note:** Students who have earned a Chartered Financial Analysis (CFA) Level I, II, or III Certificate, or who are CFA Charter Holders, may be eligible to take an accelerated M.B.A. program.

Specialization Curriculum (8 sem. cr.)

- MMBA 6710 - Applications in Corporate Finance
- MMBA 6711 - Advanced Corporate Finance

Entrepreneurship Specialization

The Entrepreneurship specialization provides students with hands-on experience in successfully launching a new business or fostering an entrepreneurial spirit within an existing company. Armed with resources drawn from both theory and practice, students apply their new knowledge directly to real-world entrepreneurial projects that focus on managing risk, inspiring innovation, and promoting collaboration among employees. They learn how to identify opportunities and effectively navigate the challenges associated with becoming an entrepreneur, and become prepared to jump-start a new or existing business.

Specialization Curriculum (8 sem. cr.)

- MMBA 6740 - Entrepreneurship and New Venture Creation♦
- MMBA 6741 - Building and Funding an Entrepreneurship Venture♦

Healthcare Management Specialization

This specialization provides learners with an understanding of the structure and components of health services and the health services delivery system in the United States. Learners examine the application of economic principles to healthcare managerial decision-making regarding the amount, structure, and distribution of healthcare resources and services. In this specialization, learners are also introduced to the terminology, theory, concepts, and techniques used in the accounting and finance functions in healthcare organizations. Learners gain an understanding of the important role of finance in healthcare organizations, as well as acquiring various techniques to develop, manage, and control healthcare finances.

Specialization Curriculum (9 sem. cr.)

- MMBA 6690 - U.S. Healthcare Delivery System♦
- MMBA 6695 - Health Policy and Economics
- MMBA 6692 - Financial Management

Healthcare System Improvement Specialization

Healthcare organizations are increasingly concerned about providing high quality and safe services. This specialization introduces the learner to the basis for quality and patient safety, and provides an overview of healthcare quality, methods of assessing quality, and techniques for improving quality. The importance of information systems and information technology in improving decision making in healthcare organizations is also emphasized. The learner will be exposed to the need for and uses of information technology in healthcare organizations and how integrated, computer-based information systems can lead to decisions that improve and better coordinate care; allow for better management of medical records and orders; increase the timeliness of care; improve cost controls; enhance supply inventory and management; and improve vendor contracting and management.

Specialization Curriculum (9 sem. cr.)

- MMBA 6690 - U.S. Healthcare Delivery System♦
- MMBA 6693 - Quality Assessment and Improvement
- MMBA 6694 - Health Informatics and Technology

Human Resource Management Specialization

The Human Resource Management specialization encourages students to adopt a strategic view of human resource management policies and programs and to evaluate their alignment with organizational strategic goals. Viewing employees as assets, strategic human resource management formulates policies and programs that support high performance and innovation through balancing rewards, training, empowerment, and job design to achieve competitive advantage. Students explore how economic, social, psychological, legal, and cultural forces influence employment relations and gain expertise in areas related to recruitment and selection, performance evaluation, compensation and benefits, job design, retention, and turnover. **Note:** Students who have earned a Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR), or Global Professional in Human Resources (GPHR) designation may be eligible to take an accelerated M.B.A. program.

Specialization Curriculum (8 sem. cr.)

- MMBA 6700 - Introduction to Human Resource Management♦
- MMBA 6701 - Strategic Human Resource Management

International Business Specialization

In today's global economy, managers are often expected to have a thorough understanding of the international business environment. In the International Business specialization, students will study how global organizations operate and how they adapt to diverse business climates. They will develop the tools to address the major issues encountered by organizations whose interests and responsibilities cross national and cultural boundaries. And they will explore the critical challenges that global managers face, including the political, financial, competitive, regulatory, operational, and social dimensions of international business.

Specialization Curriculum (8 sem. cr.)

- MMBA 6673 - Applications in International Business♦
- MMBA 6674 - Case Studies in International Business

Leadership Specialization

The Leadership specialization helps students realize their potential to inspire others and influence the future of their organizations. Students explore various perspectives of what makes a good leader and evaluate their own leadership style. Through an ongoing process of self-reflection, new knowledge, and hands-on experience, students build upon their existing leadership strengths and enhance their expertise in areas such as communication, change management, organizational culture, ethics, and global business.

Specialization Curriculum (8 sem. cr.)

- MMBA 6760 - Leadership Practice and Application♦
- MMBA 6661 - Advanced Leadership

Marketing Specialization

The Marketing specialization prepares students to leverage new marketing opportunities, to drive profitability and growth. Students refresh their knowledge of marketing fundamentals, including market analysis and product positioning, with new advertising and sales strategies as influenced by today's technology and consumer base. In addition, their global perspective of marketing is expanded as they assess international marketplaces.

Specialization Curriculum (8 sem. cr.)

- MMBA 6620 - Applications in Marketing♦
- MMBA 6721 - International Marketing♦

Project Management Specialization

Organizations commonly address business opportunities and challenges as projects. The specialization in Project Management helps students develop the knowledge and strategies required to successfully manage projects of various scopes and sizes. Students learn how to

avoid typical pitfalls of missed deadlines and mismanaged resources and explore current theories and research, putting their newfound project management skills to work in real-world exercises.

Specialization Curriculum (8 sem. cr.)

- MMBA 6750 - Foundations in Project Management♦
- MMBA 6751 - Project Management Skills for Managers

Risk Management Specialization

The Risk Management specialization is designed to provide students with additional expertise in assessing an organization's exposure to product, professional, and environmental liabilities. The areas of risk management and insurance are addressed through a two-course sequence: an applications course and a field study course. The field study pairs students with a School of Management faculty member to develop and work on a project in the area of risk management and insurance. **Note:** Students who have earned a Chartered Property Casualty Underwriter (CPCU) designation may be eligible to take an accelerated self-designed M.B.A. program.

Specialization Curriculum (8 sem. cr.)

- MMBA 6710 - Applications in Corporate Finance
- MMBA 6672 - Field Study

Self-Designed Specialization

The Self-Designed specialization allows students to customize their studies by choosing from specific specialization courses and study abroad and field study experiences. **Note:** Additional costs apply to study abroad, and prior academic approval is required for field study.

Specialization Curriculum (8 sem. cr.)

Choose two:

- MMBA 6700 - Introduction to Human Resource Management♦
- MMBA 6710 - Applications in Corporate Finance
- MMBA 6620 - Applications in Marketing♦
- MMBA 6730 - Strategies for Advancing Innovation and Technology♦
- MMBA 6740 - Entrepreneurship and New Venture Creation♦
- MMBA 6750 - Foundations in Project Management♦
- MMBA 6760 - Leadership Practice and Application♦
- MMBA 6671 - Global Perspectives With Study Abroad Seminar
- MMBA 6672 - Field Study
- MMBA 6673 - Applications in International Business♦
- MMBA 6680 - Individual and Organizational Commitment to Social Responsibility♦

Strategies for Sustainability Specialization

To remain competitive, successful organizations must demonstrate both social and environmental responsibility. In this specialization, students will develop the skills to manage

large-scale change that adds value, contributes to a sustainable future, and responds to the needs of both organizations and society. They will explore ways to understand and improve relationships among individuals, organizations, and communities. Students will also incorporate global awareness into planning, operations, and decision making at all levels of an organization. And they will develop innovative social responsibility practices as they help organizations respond in sustainable ways to their communities and the world.

Specialization Curriculum (8 sem. cr.)

- MMBA 6680 - Individual and Organizational Commitment to Social Responsibility♦
- MMBA 6681 - Social/Environmental Entrepreneurship and Sustainable Development♦

Technology Management Specialization

Suitable for both those students working in technology and those seeking a greater understanding of technology to accelerate their business, the Technology Management specialization explores current technologies and related processes employed by successful organizations of different scopes and sizes. Students learn how to identify emerging technologies and to foster an environment that encourages innovation, preparing them to integrate and leverage technology to enhance their competitive advantage.

Specialization Curriculum (8 sem. cr.)

- MMBA 6730 - Strategies for Advancing Innovation and Technology♦
- MMBA 6731 - Strategies for Implementing Innovation and Technology

Doctoral Degree Programs

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

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

Accreditation

Walden University's Doctor of Business Administration (D.B.A.) program is accredited by the Accreditation Council for Business Schools and Programs (ACBSP). ACBSP is a leading, specialized accreditation association that identifies and supports excellence in business education.

Learning Outcomes

At the end of the program, students will be able to:

1. Assess the relevance of current and emerging business theory and practice from an interdisciplinary perspective.
2. Formulate and execute effective solutions to complex, real-world problems common to the practice of business and management.
3. Apply the current research literature from business and management to practical problems found in business and management.
4. Design and conduct rigorous research that contributes to the professional body of knowledge on business and management.
5. Clearly communicate to stakeholders about problem statements, research approaches and results, solutions, and assessment.
6. Explain their ethical responsibilities as a member of the business community and citizens in society.

Specializations

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

Degree Requirements

- 60 total semester credit hours*
- Foundation course (3 sem. cr.)
- Core courses (28 sem. cr.)
- Specialization courses (9 sem. cr.)
- Doctoral studies sequence (20 sem. cr.)
- 8 days of academic residency (two 4-day residencies)

* **Note:** Students who have earned a Chartered Property Casualty Underwriter (CPCU), Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR), Global Professional in Human Resources (GPHR), Chartered Financial Analyst, or Project Management Institute designation or certification may be eligible to accelerate their D.B.A. program. For information, contact the Academic Advising Team.

Curriculum

Core Curriculum

Foundation Course (3 sem. cr.)

- DDBA 8005 - Foundations for Doctoral Business Administration Studies

Core, Business Strategy, and Research Courses (28 sem. cr.)

- DDBA 8110 - Business Operations: Systems Perspectives in Global Organizations♦
- DDBA 8120 - Information Systems: Global Management Strategies and Technologies♦
- DDBA 8130 - Marketing: Strategic Innovation in Globally Diverse Markets♦
- DDBA 8140 - Finance: Fiscal Leadership in a Global Environment—Creating Competitive Responses and Building Corporate Opportunities♦
- DDBA 8150 - Leadership: Building Sustainable Organizations♦
- DDBA 8160 - Business Strategy and Innovation
- DDBA 8427 - Applied Research Methods—Qualitative and Quantitative
- DDBA 8991 - Qualitative and Case Study Research for Business Analysis
- DDBA 8438 - Quantitative Decision Making for Business Analysis

Doctoral Studies Sequence (20 sem. cr.)

- DDBA 8100 - Doctoral Study Mentoring
- DDBA 9000 - Doctoral Study Completion

Course Sequence

<i>Semester</i>	<i>Course</i>	<i>Credits</i>
1	DDBA 8005 - Foundations for Doctoral Business Administration Studies	3 sem. cr.
	DDBA 8110 - Business Operations: Systems Perspectives in Global Organizations	3 sem. cr.
2	DDBA 8120 - Information Systems: Global Management Strategies and Technologies	3 sem. cr.
	DDBA 8130 - Marketing: Strategic Innovation in Globally Diverse Markets	3 sem. cr.
3	DDBA 8140 - Finance: Fiscal Leadership in a Global Environment—Creating Competitive Responses and Building Corporate Opportunities	3 sem. cr.
	DDBA 8150 - Leadership: Building Sustainable Organizations	3 sem. cr.
4	DDBA 8160 - Business Strategy and Innovation	3 sem. cr.
	DDBA 8427 - Applied Research Methods—Qualitative and Quantitative	3 sem. cr.

5	DDBA 8991 - Qualitative and Case Study Research for Business	4 sem. cr.
	DDBA 8438 - Quantitative Decision Making for Business Analysis	3 sem. cr.
	DDBA 8100 - Doctoral Study Mentoring	0 sem. cr.
6	Specialization course 1 DDBA 8100 - Doctoral Study Mentoring	0 sem. cr.
	Specialization course 2 DDBA 8100 - Doctoral Study Mentoring	0 sem. cr.
7	Specialization course 3 DDBA 8100 - Doctoral Study Mentoring	0 sem. cr.
8–12	DDBA 9000 - Doctoral Study Completion	4 sem. cr. (each semester)

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Doctor of Business Administration \(D.B.A.\)](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Accounting Specialization

The Accounting specialization explores the principles and methods used in managerial accounting, including revenue forecasting and cost-volume-profit analyses. Students examine applied research methods in the context of decision-making and performance-evaluation systems. Theories of managerial decision making from both domestic and global perspectives are used to develop solutions for real-world business problems. Students can learn to communicate financial results clearly to finance executives within their organizations.

Specialization Curriculum (9 sem. cr.)

- DDBA 8550 - Seminar in Managerial Accounting
- DDBA 8551 - Seminar in Accounting-Based Performance Evaluation Systems
- DDBA 8552 - Seminar in International Aspects of Managerial Accounting

Entrepreneurship Specialization

Students in the Entrepreneurship specialization explore the entrepreneurial concepts and processes that are found in both established companies with a pioneering spirit and start-ups. They build entrepreneurial skills and knowledge with a learning experience that combines theory with practical strategies drawn from real-world situations, such as identifying market opportunities, managing risk and change, encouraging innovation, and raising capital. In addition, they analyze how an entrepreneurial organization can make a greater contribution in today's society. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8511 - Seminar in Innovation Management
- DDBA 8541 - Seminar in Entrepreneurial Finance
- DDBA 8531 - Seminar in B2B Marketing

Finance Specialization

Students gain the finance tools that help managers maximize their firm's value, including valuation, capital budgeting and structure, working capital management, multinational concepts, and Capital Asset Pricing Model (CAPM). As they develop their expertise in finance, students explore more advanced theories such as option pricing, derivatives, and hedging. Throughout the program, students will be encouraged to combine practice and theory in order to apply their new knowledge to organizational problems. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8540 - Seminar in International Finance
- DDBA 8541 - Seminar in Entrepreneurial Finance
- DDBA 8523 - Seminar in Law and Compliance

Global Supply Chain Management Specialization

Whether students work as manufacturers, retailers, or service providers, if they conduct business globally, they need to understand how products and services move from concept to delivery. Students learn the systems required to identify sources of personnel and material, and how to ensure that supply chains conform to the highest global standards. In addition, they will explore new ways of applying technology to help cut costs, increase customer satisfaction, and find new business opportunities. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8510 - Seminar in Global Supply Chain Management
- DDBA 8512 - Seminar in IT for Competitive Advantage
- DDBA 8524 - Seminar in Multicultural Management

Healthcare Management Specialization

The Healthcare Management specialization focuses on healthcare policy development and its effect on organizational operations, the analysis of healthcare delivery systems, and an investigation of the regulatory and ethical dynamics that exist within the U.S. healthcare industry. Students can learn to apply managerial decision-making skills to the healthcare policy development and implementation process that guides the operation of healthcare organizations. The curriculum explores solutions for real-world management challenges that can affect delivery systems and the continuum of health services.

Specialization Curriculum (9 sem. cr.)

- DDBA 8560 - Seminar in Healthcare Managerial Decision Making

- DDBA 8561 - Seminar in Managing Healthcare Delivery Systems
- DDBA 8562 - Seminar in Law and Ethics in Healthcare Management

Information Systems Management Specialization

With this specialization, students develop expertise in information systems management with a focus on addressing the management challenges facing technology-based businesses. They gain the knowledge and skills to help align business needs with technological solutions, identify new applications for technology, and leverage technological solutions in order to enhance their organization's competitive position in the marketplace. They examine how technological solutions can be affected in a global environment. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8510 - Seminar in Global Supply Chain Management
- DDBA 8511 - Seminar in Innovation Management
- DDBA 8512 - Seminar in IT for Competitive Advantage

International Business Specialization

Students learn the skills necessary to manage and lead a spectrum of workers, managers, and teams in a global marketplace. They examine the financial implications of conducting business internationally, including how capital investment is undertaken globally and how financial markets and global trade influence investment opportunities. They gain an overview of the effect the world's financial institutions—such as the World Bank, International Monetary Fund, and World Trade Organization (WTO)—have on trade, new markets, and exchange and interest rates. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8510 - Seminar in Global Supply Chain Management
- DDBA 8540 - Seminar in International Finance
- DDBA 8524 - Seminar in Multicultural Management

Leadership Specialization

Globalization, advances in technology, and rapid changes in the marketplace all contribute to the need for business professionals to continually develop their leadership skills. Students explore new frameworks and perspectives that will help them lead and manage change effectively. They will investigate a variety of current leadership principles and practices to determine which work best in any given situation. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8521 - Seminar in Change Management
- DDBA 8522 - Seminar in Sustainability

- DDBA 8524 - Seminar in Multicultural Management

Marketing Specialization

This specialization investigates marketing challenges and opportunities from a real-world context. Students study key marketing concepts, including market segmentation, marketing channels, competitive intelligence, integrated marketing, product development and commercialization, and consumer behavior. They learn the skills and knowledge needed to succeed in an international marketplace, including leveraging strategies in global marketing and international pricing. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8533 - Seminar in Marketing Research
- DDBA 8531 - Seminar in B2B Marketing
- DDBA 8532 - Seminar in Consumer Behavior

Project Management Specialization

The Project Management specialization focuses on achieving organizational effectiveness objectives through project, program, and portfolio management. Students can study the principles of project-based strategic leadership, learn to assess portfolio risk, and analyze opportunities for portfolio performance improvement. Students can develop the skills to engage in dynamic project portfolio management and to address real-world project management challenges.

Specialization Curriculum (9 sem. cr.)

- DDBA 8570 - Seminar in Program and Portfolio Management
- DDBA 8571 - Seminar in Project Portfolio Performance and Organizational Effectiveness
- DDBA 8572 - Seminar in Project-Based Strategic Leadership

Self-Designed Specialization

Students create their own specialization based on their individual goals and interests in business administration. They choose seminars from the program's other nine specializations under the guidance of a Walden faculty mentor. Assignments will focus on the practical application of writing and critical-thinking skills and the integration of professional practice at the doctoral level.

Choose any three seminars from any of the other D.B.A. specializations.

Specialization Curriculum (9 sem. cr.)

- DDBA XXXX Seminar course 1 (3 sem. cr.)
- DDBA XXXX Seminar course 2 (3 sem. cr.)
- DDBA XXXX Seminar course 3 (3 sem. cr.)

Social Impact Management Specialization

As more companies move from a profit-only outlook to one that focuses on communities and society as a whole, the ability to manage and improve an organization's social impact is in high demand. Students examine key issues in corporate responsibility, such as how to achieve greater transparency while protecting proprietary information, leverage social involvement in branding, improve operational efficiency through environmental initiatives, and strengthen stakeholder relationships. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8521 - Seminar in Change Management
- DDBA 8522 - Seminar in Sustainability
- DDBA 8523 - Seminar in Law and Compliance

Technology Entrepreneurship Specialization

Students examine what innovation is and what it is not. They learn how to design the concepts, processes, and tools to increase the rate and extent of innovation in their company, thereby enhancing the company's competitive edge. Students discover new ways of applying technology to cut costs, increase customer satisfaction, and create new business opportunities. Coursework focuses on the development of writing and critical-thinking skills at the doctoral level.

Specialization Curriculum (9 sem. cr.)

- DDBA 8511 - Seminar in Innovation Management
- DDBA 8541 - Seminar in Entrepreneurial Finance
- DDBA 8512 - Seminar in IT for Competitive Advantage

Ph.D. in Management

Walden's Ph.D. in Management, formerly the Ph.D. in Applied Management and Decision Sciences, is one of the few Ph.D. programs in management offered online. The program takes an interdisciplinary approach to the field of management and its influence on the development of individuals and society. Students will conduct original research in a specific area of interest as they have the opportunity to learn theories, concepts, and techniques that provide the foundation for sound management decision-making. Students will help prepare to meet the challenges and opportunities in their profession and their organization; study ways to facilitate positive social change; and help enhance their capabilities as a researcher, scholar, manager, or consultant.

Accreditation

Walden University's Ph.D. in Management program is accredited by the Accreditation Council for Business Schools and Programs (ACBSP). ACBSP is a leading, specialized accreditation association that identifies and supports excellence in business education.

Learning Outcomes

At the end of the program, students will be able to:

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

Curriculum

The curriculum for the Ph.D. in Management offers an interdisciplinary approach to the study of management. Students may choose a specialization that fits a personal and/or career objective or design an individualized specialization.

Specializations

- Accounting
- Engineering Management
- Finance (KAM-Based, Course-Based)
- Human Resource Management
- Information Systems Management
- Knowledge Management Specialization (Mixed-Model)
- Leadership and Organizational Change (KAM-Based, Course-Based)
- Operations Research
- Self-Designed

Degree Requirements

KAM-Based Specializations

Accounting, Engineering Management, Finance, Leadership and Organizational Change, Operations Research, and Self-Designed Specializations

- 102 total quarter credit hours

- Foundation course (6 cr.)
- Professional Development Plan and program of study
- 5 Knowledge Area Modules (60 cr.)*
- Satisfactory progress in SBSF 7100 each quarter
- Foundation Research Sequence (12 cr.)
- Advanced Research course (4 cr.)
- Proposal, dissertation, and oral presentation (20 cr.)
- 16 units of academic residency (four 4-day residencies)

Option for KAM VII

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

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

Course-Based Specializations

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

- 96 total quarter credit hours
- Foundation course (6 cr.)
- Professional Development Plan and program of study
- Core coursework (24 cr.)
- Foundation Research Sequence (12 cr.)
- Specialization coursework (24 cr.)
- Advanced Research course (4 cr.)
- Proposal, dissertation, and oral presentation (20 cr.)
- 16 units of academic residency (four 4-day residencies)

Program Data

Walden is committed to providing the information about each program. Please find detailed information for the [Ph.D. in Management](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Accounting Specialization (KAM-Based)

The Accounting specialization is designed to help accountants and auditors broaden their knowledge and business skills in various areas, including auditing, budget analysis, financial and international accounting, management accounting, accounting information system consulting, fraud examination, forensic accounting, and tax consulting and preparation services.

Note: Students entering the Accounting specialization in the Ph.D. in Management are expected to have a background in basic accounting, algebra, and calculus, which may be used in the specialization KAMs and dissertation.

Foundation Course (6 cr.)

All beginning KAM-based/mixed-model track Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- AMDS 8008 - Foundations for Doctoral Study

Core KAMs I–III (36 cr.)

Core KAM I: Principles of Social Change (12 cr.)

Perspectives in social and behavioral sciences as they influence human values and lifestyles, communication, social networks, and forecasting alternative futures are addressed. Students begin to integrate theoretical constructs into practical applications for their own interest areas.

- Breadth: SBSF 8110 - Theories of Social Change
- Depth: SBSF 8120 - Current Research in Social Change
- Application: SBSF 8130 - Professional Practice and Social Change

Core KAM II: Principles of Human Development (12 cr.)

This KAM covers basic theories and current research on biological, psychosocial, cognitive, and affective human development, including normal developmental patterns and crises that may occur. Students explore developmental questions in the context of both chronological time and underlying physical, social, and psychological experiences.

- Breadth: SBSF 8210 - Theories of Human Development
- Depth: SBSF 8220 - Current Research in Human Development
- Application: SBSF 8230 - Professional Practice and Human Development

Core KAM III: Principles of Organizational and Social Systems (12 cr.)

This is an introduction to systems theories from various disciplines. The primary models of structured system theories are presented as a background and theoretical framework for the other knowledge areas. Also considered are theories that impact micro and macro levels of social, political, and economic systems.

- Breadth: SBSF 8310 - Theories of Organizational and Social Systems
- Depth: SBSF 8320 - Current Research in Organizational and Social Systems
- Application: SBSF 8330 - Professional Practice and Organizational and Social Systems

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the second term (third term for course-based students) and is a prerequisite for

Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Specialized KAMs (24 cr.)

Students may choose between writing KAM V or VI. KAM VII is required.

Specialized KAM V: Financial Accounting Theory (12 cr.)

- Breadth: AMDS 8515 - Theory of Financial Accounting
- Depth: AMDS 8525 - Current Research in Financial Accounting
- Application: AMDS 8535 - Professional Practice: Application of Financial Accounting

Specialized KAM VI: Auditing and International Accounting Theory (12 cr.)

- Breadth: AMDS 8615 - Theory of Auditing and International Accounting
- Depth: AMDS 8625 - Current Research in Auditing and International Accounting
- Application: AMDS 8635 - Professional Practice: Application of Auditing and International Accounting

Specialized KAM VII: Research (12 cr.)

- Breadth: AMDS 8710 - Research Methods
- Depth: AMDS 8720 - Selected Research Methods
- Application: AMDS 8730 - Research Design

Dissertation (20 cr.)

- AMDS 9000 – Dissertation

Engineering Management Specialization (KAM-Based)

The Engineering Management specialization allows either practicing engineers who plan a move into management or engineers who are already managers to learn the social and behavioral aspects of management. Students gain foundational knowledge in the areas of social change, human development, organizational and social systems, and principles of societal and behavioral science research to add to their understanding of engineering principles.

Foundation Course (6 cr.)

All beginning KAM-based/mixed-model track Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- AMDS 8008 - Foundations for Doctoral Study

Core KAMs I–III (36 cr.)

Core KAM I: Principles of Social Change (12 cr.)

Perspectives in social and behavioral sciences as they influence human values and lifestyles, communication, social networks, and forecasting alternative futures are addressed. Students begin to integrate theoretical constructs into practical applications for their own interest areas.

- Breadth: SBSF 8110 - Theories of Social Change
- Depth: SBSF 8120 - Current Research in Social Change
- Application: SBSF 8130 - Professional Practice and Social Change

Core KAM II: Principles of Human Development (12 cr.)

This KAM covers basic theories and current research on biological, psychosocial, cognitive, and affective human development, including normal developmental patterns and crises that may occur. Students explore developmental questions in the context of both chronological time and underlying physical, social, and psychological experiences.

- Breadth: SBSF 8210 - Theories of Human Development
- Depth: SBSF 8220 - Current Research in Human Development
- Application: SBSF 8230 - Professional Practice and Human Development

Core KAM III: Principles of Organizational and Social Systems (12 cr.)

This is an introduction to systems theories from various disciplines. The primary models of structured system theories are presented as a background and theoretical framework for the other knowledge areas. Also considered are theories that impact micro and macro levels of social, political, and economic systems.

- Breadth: SBSF 8310 - Theories of Organizational and Social Systems
- Depth: SBSF 8320 - Current Research in Organizational and Social Systems
- Application: SBSF 8330 - Professional Practice and Organizational and Social Systems

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the second term (third term for course-based students) and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Specialized KAMs (24 cr.)

Students may choose between writing KAM V or VI. KAM VII is required.

Specialized KAM V: Engineering Management Quality (12 cr.)

- Breadth: AMDS 8514 - Global Total Quality Management
- Depth: AMDS 8524 - Methods and Tools for Managing Quality Improvement
- Application: AMDS 8534 - Reliability and Cost of Quality

Specialized KAM VI: Engineering Management of Globally Competitive Goods and Services (12 cr.)

- Breadth: AMDS 8614 - Management for World-Class Products
- Depth: AMDS 8624 - Collaborative/Concurrent Engineering Management
- Application: AMDS 8634 - Product Life-Cycle Cost and Time to Market

Specialized KAM VII: Research (12 cr.)

- Breadth: AMDS 8710 - Research Methods
- Depth: AMDS 8720 - Selected Research Methods
- Application: AMDS 8730 - Research Design

Dissertation (20 cr.)

- AMDS 9000 - Dissertation

Finance Specialization (Course-Based)

This specialization integrates foundations in management and decision sciences with topics in financial theory, systems, and practices. The curriculum examines the development of financial market cultures and financial decision-making techniques. Students study financial models and examine how their structures influence social, political, and economic systems. With a focus on research and applied theory related to corporate, investment, and international finance, students consider case-study analysis and principles of social and behavioral research.

Foundation Course (6 cr.)

All course-based Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- MGMT 8000 - Foundations for Ph.D. Study♦

Core Courses (24 cr.)

- MGMT 8010 - Management in Human and Societal Development♦
- MGMT 8020 - Managing Organizational Systems and Complexity♦
- MGMT 8030 - Management of Decision Making♦

Specialization Courses (24 cr.)

- MGMT 8610 - Financial Decision Making for Individuals and Firms♦
- MGMT 8620 - Financial Markets: Risk and Return, Capital Structure, and International Dimensions of Finance♦
- MGMT 8630 - Corporate Financial Management♦
- MGMT 8640 - Valuation of Assets, Entities, and Opportunities♦
- MGMT 8650 - Financial Analysis, Planning, and Forecasting♦
- MGMT 8600 - Applications of Current Topics in Management♦

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the third term (second term for KAM-based and mixed-model students) and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Mentoring (0 cr.)

All course-based students will be enrolled in MGMT 8100 each term following the completion of MGMT 8990 until beginning the dissertation in MGMT 9000.

- MGMT 8100 - Dissertation Mentoring

Dissertation (26 cr.)

- MGMT 8990 - Developing a Prospectus
- MGMT 8991 - Writing a Proposal
- MGMT 9000 - Doctoral Dissertation

Recommended Course Sequence

<i>Recommended Timing</i>	<i>Course Code and Title</i>	<i>Course Length (In Weeks)</i>
Year 1: Qtr. 1	MGMT 8000 - Foundations for Ph.D. Study	12
Year 1: Qtr. 2	MGMT 8010 - Management in Human and Societal Development	12
Year 1: Qtr. 3	RSCH 8100Z - Research Theory, Design, and Methods	12
Year 1: Qtr. 4	MGMT 8020 - Managing Operational Systems and Complexity	12
Year 2: Qtr. 1	MGMT 8030 - Management of Decision Making	12
Year 2: Qtr. 2 <i>(first half)</i>	MGMT 8610 - Financial Decision Making for Individuals and Firms	6
Year 2: Qtr. 2 <i>(second half)</i>	MGMT 8620 - Financial Markets: Risk and Return, Capital Structure, and International Dimensions of Finance	6
Year 2: Qtr. 3	RSCH 8300Z - Qualitative Reasoning and Analysis	12
Year 2: Qtr. 4 <i>(first half)</i>	MGMT 8630 - Corporate Financial Management	6
Year 2: Qtr. 4 <i>(second half)</i>	MGMT 8640 - Valuation of Assets, Entities, and Opportunities	6
Year 3: Qtr. 1	MGMT 8990 - Developing a Prospectus	6
	RSCH 8200Z - Quantitative Reasoning and Analysis	12
Year 3: Qtr. 2	Students select one research course: RSCH 8250Z - Advanced Quantitative Reasoning and Analysis RSCH 8350Z - Advanced Qualitative Reasoning and Analysis RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis	12
Year 3: Qtr. 3 <i>(first half)</i>	MGMT 8650 - Financial Analysis, Planning, and Forecasting	6
Year 3: Qtr. 3 <i>(second half)</i>	MGMT 8600 - Applications of Current Topics in Management	6
Year 3: Qtr. 4	MGMT 8991 - Writing a Proposal (complete first half of course)	6 12

	MGMT 9000 - Doctoral Dissertation (5 credits each quarter for a minimum of 4 quarters)	
Year 4: Qtrs. 1-3	MGMT 9000 - Doctoral Dissertation (5 credits each quarter for a minimum of 4 quarters)	12 (each quarter until complete)
2.75 years of courses + dissertation: Total		96 qtr. cr.

Note: Following the completion of RSCH 8200Z - Quantitative Reasoning and Analysis, students will be continuously registered in MGMT 8100 until the completion of MGMT 8600. This course will be 0 credits and \$0 per credit, and is designed to allow time for the student to work with their mentor through the early stages of the dissertation process.

Residency Requirement: 16 units

- Residency 1: 90 days following Foundations for Ph.D. Study (Prerequisite: Completion of MGMT 8000.)
- Residency 2: During 1st Research Sequence course (Prerequisite: Completion of RSCH 8100Z.)
- Residency 3: Before writing the proposal after 3rd specialization course (Prerequisite: Completion of MGMT 8990, RSCH 8300Z, and RSCH 8200Z.)
- Residency 4: During dissertation, to prepare completion and defense of dissertation and for facilitating future publications (Prerequisite: Completion of MGMT 8991.)

Finance Specialization (KAM-Based)

This specialization integrates foundations in management and decision sciences with topics in financial theory, systems, and practices. The curriculum examines the development of financial market cultures and financial decision-making techniques. Students study financial models and examine how their structures influence social, political, and economic systems. With a focus on research and applied theory related to corporate, investment, and international finance, students consider case study analysis and principles of social and behavioral research.

Foundation Course (6 cr.)

All beginning KAM-based/mixed-model track Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- AMDS 8008 - Foundations for Doctoral Study

Core KAMs I–III (36 cr.)

Core KAM I: Principles of Social Change (12 cr.)

Perspectives in social and behavioral sciences as they influence human values and lifestyles, communication, social networks, and forecasting alternative futures are addressed. Students begin to integrate theoretical constructs into practical applications for their own interest areas.

- Breadth: SBSF 8110 - Theories of Social Change
- Depth: SBSF 8120 - Current Research in Social Change
- Application: SBSF 8130 - Professional Practice and Social Change

Core KAM II: Principles of Human Development (12 cr.)

This KAM covers basic theories and current research on biological, psychosocial, cognitive, and affective human development, including normal developmental patterns and crises that may occur. Students explore developmental questions in the context of both chronological time and underlying physical, social, and psychological experiences.

- Breadth: SBSF 8210 - Theories of Human Development
- Depth: SBSF 8220 - Current Research in Human Development
- Application: SBSF 8230 - Professional Practice and Human Development

Core KAM III: Principles of Organizational and Social Systems (12 cr.)

This is an introduction to systems theories from various disciplines. The primary models of structured system theories are presented as a background and theoretical framework for the other knowledge areas. Also considered are theories that impact micro and macro levels of social, political, and economic systems.

- Breadth: SBSF 8310 - Theories of Organizational and Social Systems
- Depth: SBSF 8320 - Current Research in Organizational and Social Systems
- Application: SBSF 8330 - Professional Practice and Organizational and Social Systems

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the second term (third term for course-based students) and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Specialized KAMs (24 cr.)

Students may choose between writing KAM V or VI. KAM VII is required.

Specialized KAM V: Corporate Financial Theory (12 cr.)

- Breadth: AMDS 8513 - Theory of Corporate Finance
- Depth: AMDS 8523 - Current Research in Corporate Finance
- Application: AMDS 8533 - Professional Practice: Application of Corporate Finance

Specialized KAM VI: Investment and International Finance (12 cr.)

- Breadth: AMDS 8613 - Theory of Investments and International Finance
- Depth: AMDS 8623 - Current Research in Investments and International Finance
- Application: AMDS 8633 - Professional Practice: Application of Investments and International Finance

Specialized KAM VII: Research (12 cr.)

- Breadth: AMDS 8710 - Research Methods
- Depth: AMDS 8720 - Selected Research Methods
- Application: AMDS 8730 - Research Design

Dissertation (20 cr.)

- AMDS 9000 - Dissertation

Human Resource Management Specialization (Course-Based)

The Human Resource Management specialization integrates foundational study in management with specialized topics in human resource management that extend the research boundaries in areas such as strategic human resource management; the role of human resource management in organizational effectiveness and performance; human capital development and maintenance; the regulatory, ethical, and cultural environment of human resource management; conflict resolution; and labor relations and human resource metrics. Special emphasis on the global and multi-disciplinary aspects of human resource management is provided throughout the specialization, which is comprised of five research seminar courses in which learners seek to identify gaps in understanding in the field of human resource management, and where they explore specific topics for potential dissertation research.

Foundation Course (6 cr.)

All course-based Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- MGMT 8000 - Foundations for Ph.D. Study♦

Core Courses (24 cr.)

- MGMT 8010 - Management in Human and Societal Development♦
- MGMT 8020 - Managing Organizational Systems and Complexity♦
- MGMT 8030 - Management of Decision Making♦

Specialization Courses (24 cr.)

- MGMT 8710 - Organizational Behavior and Effective Human Resource Management♦
- MGMT 8720 - Strategic Thinking for Effective Human Resource Management♦
- MGMT 8730 - The Development of Human Capital Within Organizations♦
- MGMT 8740 - The Legal, Ethical, and Cultural Environment of Human Resource Management♦
- MGMT 8750 - Human Resource Management and Its Role in Labor Relations, Negotiation, and Conflict Resolution♦
- MGMT 8600 - Applications of Current Topics in Management♦

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the third term (second term for KAM-based and mixed-model students) and is linked to Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Mentoring (0 cr.)

All course-based students will be enrolled in MGMT 8100 each term following the completion of MGMT 8990 until beginning the dissertation in MGMT 9000.

- MGMT 8100 - Dissertation Mentoring

Dissertation (26 cr.)

- MGMT 8990 - Developing a Prospectus

- MGMT 8991 - Writing a Proposal
- MGMT 9000 - Doctoral Dissertation

Recommended Course Sequence

<i>Recommended Timing</i>	<i>Course</i>	<i>Course Length (In Weeks)</i>	<i>Credits</i>
Year 1: Qtr. 1	MGMT 8000 - Foundations for Ph.D. Study	12	6 cr.
Year 1: Qtr. 2	MGMT 8010 - Management in Human and Societal Development	12	8 cr.
Year 1: Qtr. 3	RSCH 8100Z - Research Theory, Design, and Methods	12	4 cr.
Year 1: Qtr. 4	MGMT 8020 - Managing Organizational Systems and Complexity	12	8 cr.
			8 cr.
Year 2: Qtr. 1	MGMT 8030 - Management of Decision Making	12	4 cr.
Year 2: Qtr. 2 <i>(first half)</i>	MGMT 8710 - Organizational Behavior and Effective Human Resource Management	6	4 cr.
Year 2: Qtr. 2 <i>(second half)</i>	MGMT 8720 - Strategic Thinking for Effective Human Resource Management	6	4 cr.
Year 2: Qtr. 3	RSCH 8300Z - Qualitative Reasoning and Analysis	12	4 cr.
Year 2: Qtr. 4 <i>(first half)</i>	MGMT 8730 - The Development of Human Capital within Organizations	6	4 cr.
Year 2: Qtr. 4 <i>(second half)</i>	MGMT 8740 - The Legal, Ethical, and Cultural Environment of Human Resource Management	6	4 cr.
Year 3: Qtr. 1	MGMT 8990 - Developing a Prospectus	6	2 cr.
	RSCH 8200Z - Quantitative Reasoning and Analysis	12	4 cr.
Year 3: Qtr. 2	Student selects one Advanced Research course: RSCH 8250Z - Advanced Quantitative Reasoning and Analysis OR RSCH 8350Z - Advanced Qualitative Reasoning and Analysis OR RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis	12	4 cr.
Year 3: Qtr. 3 <i>(first half)</i>	MGMT 8750 - HRM and its Role in Labor Relations, Negotiation, and Conflict Resolution	6	4 cr.
Year 3: Qtr. 3	MGMT 8600 - Applications of Current Topics in	6	4 cr.

<i>(second half)</i>	Management		
Year 3: Qtr. 4	MGMT 8991 - Writing a Proposal (complete first half of course)	6	4 cr.
	MGMT 9000 - Doctoral Dissertation	12	5 cr. each quarter for a minimum of four quarters
Year 4: Qtrs. 1–3	MGMT 9000 - Doctoral Dissertation	12 (each quarter until complete)	5 cr. each quarter for a minimum of four quarters
2.75 years of courses + dissertation: Total			96 qtr. cr.

Note: Following the completion of RSCH 8200Z - Quantitative Reasoning and Analysis, students will be continuously registered in MGMT 8100 until the completion of MGMT 8600. This course will be 0 credits and \$0 per credit, and is designed to allow time for the student to work with their mentor through the early stages of the dissertation process.

Residency Requirement: 16 units

- Residency 1: 90 days following Foundations for Ph.D. Study (Prerequisite: Completion of MGMT 8000.)
- Residency 2: During first Foundation Research Sequence course (Prerequisite: Completion of RSCH 8100Z.)
- Residency 3: Before writing the proposal after third specialization course (Prerequisite: Completion of MGMT 8990, RSCH 8300Z, and RSCH 8200Z.)
- Residency 4: During dissertation, to prepare completion and defense of dissertation and for facilitating future publications (Prerequisite: Completion of MGMT 8991.)

Information Systems Management Specialization (Course-Based)

This specialization provides an integrative approach to managing information systems in today's data-rich environment. Students will study ways to derive maximum value and innovation from investing in organizational systems and will help build the leadership skills that successful technology executives have found essential. Students will take the opportunity to broaden their understanding of all aspects of e-commerce systems, security management and risk assessment, and system design. They will study ways to develop expertise in leading and managing people, processes, and systems, and contribute to positive social change by helping to improve organizational performance through information systems management.

Foundation Course (6 cr.)

All course-based Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- MGMT 8000 - Foundations for Ph.D. Study♦

Core Courses (24 cr.)

- MGMT 8010 - Management in Human and Societal Development♦
- MGMT 8020 - Managing Organizational Systems and Complexity♦
- MGMT 8030 - Management of Decision Making♦

Specialization Courses (24 cr.)

- MGMT 8510 - Managing E-Commerce Management Information Systems♦
- MGMT 8520 - Organizational Performance Improvement♦
- MGMT 8530 - Managing Projects in Complex Environments♦
- MGMT 8540 - Systems Analysis, Design, and Implementation♦
- MGMT 8550 - Security Management and Risk Assessment♦
- MGMT 8600 - Applications of Current Topics in Management♦

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the third term (second term for KAM-based and mixed-model students) and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Mentoring (0 cr.)

All course-based students will be enrolled in MGMT 8100 each term following the completion of MGMT 8990 until beginning the dissertation in MGMT 9000.

- MGMT 8100 - Dissertation Mentoring

Dissertation (26 cr.)

- MGMT 8990 - Developing a Prospectus
- MGMT 8991 - Writing a Proposal
- MGMT 9000 - Doctoral Dissertation

Recommended Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>	<i>Course Length (In weeks)</i>
Year 1: Qtr. 1	MGMT 8000 - Foundations for Ph.D. Study	6 cr.	12
Year 1: Qtr. 2	MGMT 8010 - Management in Human and Societal Development	8 cr.	12
Year 1: Qtr. 3	RSCH 8100Z - Research Theory, Design, and Methods	4 cr.	12
Year 1: Qtr. 4	MGMT 8020 - Managing Organizational Systems and Complexity	8 cr.	12
Year 2: Qtr. 1	MGMT 8030 - Management of Decision-Making	8 cr.	12
Year 2: Qtr. 2 <i>(first half)</i>	MGMT 8510 - Managing E-Commerce Management Information Systems	4 cr.	6
Year 2: Qtr. 2 <i>(second half)</i>	MGMT 8520 - Organizational Performance Improvement	4 cr.	6
Year 2: Qtr. 3	RSCH 8300Z - Qualitative Reasoning and Analysis	4 cr.	12
Year 2: Qtr. 4 <i>(first half)</i>	MGMT 8530 - Managing Projects in a Complex Environment	4 cr.	6
Year 2: Qtr. 4 <i>(second half)</i>	MGMT 8540 - Systems Analysis, Design, and Implementation	4 cr.	6
Year 3: Qtr. 1	MGMT 8990 - Developing a Prospectus RSCH 8200Z - Quantitative Reasoning and Analysis	2 cr. 4 cr.	6 12
Year 3: Qtr. 2	RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis	4 cr.	12
Year 3: Qtr. 3 <i>(first half)</i>	MGMT 8550 - Security Management and Risk Assessment	4 cr.	6

Year 3: Qtr. 3 (second half)	MGMT 8600 - Applications of Current Topics in Management	4 cr.	6
Year 3: Qtr. 4	MGMT 8991 - Writing a Proposal (complete first half of course)	4 cr.	6
	MGMT 9000 - Doctoral Dissertation (5 credits each quarter for a minimum of four quarters)	5 cr.	12
Year 4: Qtrs. 1-3	MGMT 9000 - Doctoral Dissertation (5 credits each quarter for a minimum of four quarters)	5 cr.	12 (each quarter until complete)
2.75 years of courses + dissertation: Total		96 qtr. cr.	

Note: Following the completion of RSCH 8200Z - Quantitative Reasoning and Analysis, students will be continuously registered in MGMT 8100 until the completion of MGMT 8600. This course will be 0 credits and \$0 per credit, and is designed to allow time for the student to work with their mentor through the early stages of the dissertation process.

Residency Requirement: 16 units

- Residency 1: 90 days following Foundations for Ph.D. Study (Prerequisite: Completion of MGMT 8000.)
- Residency 2: During first Foundation Research Sequence course (Prerequisite: Completion of RSCH 8100Z.)
- Residency 3: Before writing the proposal after third specialization course (Prerequisite: Completion of MGMT 8990, RSCH 8300Z, and RSCH 8200Z.)
- Residency 4: During dissertation, to prepare completion and defense of dissertation and for facilitating future publications (Prerequisite: Completion of MGMT 8991.)

Knowledge Management Specialization (Mixed-Model)

The Knowledge Management and Learning Management specializations prepare students to develop innovative solutions to their organizations' most critical challenges through the comprehensive creation, sharing, and use of knowledge, and the effective education of adult learners. The specializations focus on the effective use of knowledge, organizational change (e.g., total quality, Six Sigma, re-engineering, Malcolm Baldrige National Quality Award), and organizational learning, including the deployment of corporate universities.

Foundation Course (6 cr.)

All beginning KAM-based/mixed-model track Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- AMDS 8008 - Foundations for Doctoral Study

Core Courses (12 cr.)

- AMDS 8335 - Principles of Knowledge Management
- AMDS 8800 - Epistemology and the Practice of Knowledge and Learning Management
- AMDS 8801 - Principles of Learning Management

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the second term (third term for course-based students) and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Specialization Courses (16 cr.)

Students complete all four courses under Knowledge Management.

Knowledge Management

- AMDS 8810 - Integrating Knowledge Management With Strategic Initiatives
- AMDS 8811 - Advanced Knowledge Management Concepts
- AMDS 8812 - Expert Systems
- AMDS 8813 - E-Systems

Two Appropriate KAMs (24 cr.)

Capstone Course (6 cr.)

- AMDS 8899 - Capstone Seminar

Dissertation (20 cr.)

- AMDS 9000 - Dissertation

Leadership and Organizational Change Specialization (Course-Based)

In this specialization, students will examine leading-edge as well as traditional models of leadership and organizational structures. Students will study ways to promote effective leadership development, strengthened interpersonal relationships, and successful group and organizational dynamics, all of which can lead to improved performance in organizations. Students will also explore ways to mobilize change and work effectively in cross-cultural environments.

Foundation Course (6 cr.)

All course-based Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- MGMT 8000 - Foundations for Ph.D. Study♦

Core Courses (24 cr.)

- MGMT 8010 - Management in Human and Societal Development♦
- MGMT 8020 - Managing Organizational Systems and Complexity♦
- MGMT 8030 - Management of Decision Making♦

Specialization Courses (24 cr.)

- MGMT 8410 - Leadership, Influence, and Power♦
- MGMT 8420 - Challenging Conventional Leadership♦
- MGMT 8430 - The Changing Face of Leadership—Diverse Perspectives♦
- MGMT 8440 - The Socially Conscious Leader♦
- MGMT 8450 - Crafting and Responding to Change♦
- MGMT 8600 - Applications of Current Topics in Management♦

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the third term (second term for KAM-based and mixed-model students) and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Mentoring (0 cr.)

All course-based students will be enrolled in MGMT 8100 each term following the completion of MGMT 8990 until beginning the dissertation in MGMT 9000.

- MGMT 8100 - Dissertation Mentoring

Dissertation (26 cr.)

- MGMT 8990 - Developing a Prospectus
- MGMT 8991 - Writing a Proposal
- MGMT 9000 - Doctoral Dissertation

Recommended Course Sequence

<i>Recommended Timing</i>	<i>Course</i>	<i>Course Length (In Weeks)</i>	<i>Credits</i>
Year 1: Qtr. 1	MGMT 8000 - Foundations for Ph.D. Study	12	6 cr.
Year 1: Qtr. 2	MGMT 8010 - Management in Human and Societal Development	12	8 cr.
Year 1: Qtr. 3	RSCH 8100Z - Research Theory, Design, and Methods	12	4 cr.
Year 1: Qtr. 4	MGMT 8020 - Managing Operational Systems and Complexity	12	8 cr.
Year 2: Qtr. 1	MGMT 8030 - Management of Decision Making	12	8 cr.
Year 2: Qtr. 2 <i>(first half)</i>	MGMT 8410 - Leadership, Influence, and Power	6	4 cr.
Year 2: Qtr. 2 <i>(second half)</i>	MGMT 8420 - Challenging Conventional Leadership	6	4 cr.
Year 2: Qtr 3	RSCH 8300Z - Qualitative Reasoning and Analysis	12	4 cr.
Year 2: Qtr. 4 <i>(first half)</i>	MGMT 8430 - The Changing Face of Leadership—Diverse Perspectives	6	4 cr.
Year 2: Qtr. 4 <i>(second half)</i>	MGMT 8440 - The Socially Conscious Leader	6	4 cr.

Year 3: Qtr. 1	<p>MGMT 8990 - Developing a Prospectus</p> <p>RSCH 8200Z - Quantitative Reasoning and Analysis</p>	<p>6</p> <p>12</p>	<p>2 cr.</p> <p>4 cr.</p>
Year 3: Qtr. 2	<ul style="list-style-type: none"> • Student selects one Advanced Research course: • RSCH 8250Z - Advanced Quantitative Reasoning and Analysis • RSCH 8350Z - Advanced Qualitative Reasoning and Analysis • RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis 	12	4 cr.
Year 3: Qtr. 3 <i>(first half)</i>	MGMT 8450 - Crafting and Responding to Change	6	4 cr.
Year 3: Qtr. 3 <i>(second half)</i>	MGMT 8600 - Applications of Current Topics in Management	6	4 cr.
Year 3: Qtr. 4	MGMT 8991 - Writing a Proposal (complete first half of course)	12	4 cr.
	MGMT 9000 - Doctoral Dissertation		5 cr. each quarter for a minimum of four quarters
Year 4: Qtr. 1	MGMT 9000 - Doctoral Dissertation	12 (each quarter until complete)	5 cr. each quarter for a minimum of four quarters
2.75 years of courses + dissertation: Total		96 qtr. cr.	

Note: Following the completion of RSCH 8200Z - Qualitative Reasoning and Analysis, students will be continuously registered in MGMT 8100 until the completion of MGMT 8600. This course will be 0 credits and \$0 per credit, and is designed to allow time for the student to work with their mentor through the early stages of the dissertation process.

Residency Requirement: 16 units

- Residency 1: 90 days following Foundations for Ph.D. Study (Prerequisite: Completion of MGMT 8000.)
- Residency 2: During 1st Research Sequence course (Prerequisite: Completion of RSCH 8100Z.)
- Residency 3: Before writing the proposal after 3rd specialization course (Prerequisite: Completion of MGMT 8990, RSCH 8300Z, and RSCH 8200Z.)
- Residency 4: During dissertation, to prepare completion and defense of dissertation and for facilitating future publications (Prerequisite: Completion of MGMT 8991.)

Leadership and Organizational Change Specialization (KAM-Based)

In this specialization, students examine leading-edge as well as traditional models of leadership and organizational structures. They study ways to promote effective leadership development, strengthened interpersonal relationships, and successful group and organizational dynamics, all of which can lead to improved performance in organizations. Students explore ways to mobilize change and work effectively in cross-cultural environments.

Foundation Course (6 cr.)

All beginning KAM-based/mixed-model track Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- AMDS 8008 - Foundations for Doctoral Study

Core KAMs I–III (36 cr.)

Core KAM I: Principles of Social Change (12 cr.)

Perspectives in social and behavioral sciences as they influence human values and lifestyles, communication, social networks, and forecasting alternative futures are addressed. Students begin to integrate theoretical constructs into practical applications for their own interest areas.

- Breadth: SBSF 8110 - Theories of Social Change
- Depth: SBSF 8120 - Current Research in Social Change
- Application: SBSF 8130 - Professional Practice and Social Change

Core KAM II: Principles of Human Development (12 cr.)

This KAM covers basic theories and current research on biological, psychosocial, cognitive, and affective human development, including normal developmental patterns and crises that may occur. Students explore developmental questions in the context of both chronological time and underlying physical, social, and psychological experiences.

- Breadth: SBSF 8210 - Theories of Human Development
- Depth: SBSF 8220 - Current Research in Human Development
- Application: SBSF 8230 - Professional Practice and Human Development

Core KAM III: Principles of Organizational and Social Systems (12 cr.)

This is an introduction to systems theories from various disciplines. The primary models of structured system theories are presented as a background and theoretical framework for the other

knowledge areas. Also considered are theories that impact micro and macro levels of social, political, and economic systems.

- Breadth: SBSF 8310 - Theories of Organizational and Social Systems
- Depth: SBSF 8320 - Current Research in Organizational and Social Systems
- Application: SBSF 8330 - Professional Practice and Organizational and Social Systems

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the second term (third term for course-based students) and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Specialized KAMs (24 cr.)

Students may choose between writing KAM V or VI. KAM VII is required. (24 cr.)

Specialized KAM V: Leadership Development (12 cr.)

- Breadth: AMDS 8512 - Classical and Emerging Paradigms of Leadership
- Depth: AMDS 8522 - Current Research on Leadership Development
- Application: AMDS 8532 - Professional Practice Application of a Theory of Leadership Development

Specialized KAM VI: Organizational Change Models (12 cr.)

- Breadth: AMDS 8612 - Model of Organizational Change and Development
- Depth: AMDS 8622 - Current Research on a Model of Organizational Change
- Application: AMDS 8632 - Professional Practice Application of an Organizational Change Model

Specialized KAM VII: Research (12 cr.)

- Breadth: AMDS 8710 - Research Methods
- Depth: AMDS 8720 - Selected Research Methods
- Application: AMDS 8730 - Research Design

Dissertation (20 cr.)

- AMDS 9000 - Dissertation

Operations Research Specialization (KAM-Based)

The Operations Research specialization (sometimes referred to as Management Science or by the acronym OR/MS) prepares practitioners to examine current paradigms and to develop and analyze models for optimizing organizational, process, and human performance.

Foundation Course (6 cr.)

All beginning KAM-based/mixed-model track Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- AMDS 8008 - Foundations for Doctoral Study

Core KAMs I–III (36 cr.)**Core KAM I: Principles of Social Change (12 cr.)**

- Breadth: SBSF 8111 - Theories of Social Change (Operations Research)
- Depth: AMDS 8121 - Current Research in Social Change (Operations Research)
- Application: AMDS 8131 - Professional Practice and Social Change (Operations Research)

Core KAM II: Principles of Human Development (12 cr.)

- Breadth: SBSF 8210 - Theories of Human Development
- Depth: AMDS 8221 - Current Research in Human Development-Decision Analysis (Operations Research)
- Application: AMDS 8231 - Professional Practice and Human Development-Applied Decision Analysis (Operations Research)

Core KAM III: Principles of Organizational and Social Systems (12 cr.)

- Breadth: SBSF 8310 - Theories of Organizational and Social Systems
- Depth: AMDS 8321 - Current Research in Organizational and Social Systems-Systems Engineering (Operations Research)
- Application: AMDS 8331 - Professional Practice and Organizational and Social Systems-Applications of Systems Engineering and Analysis (Operations Research)

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide

discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the second term (third term for course-based students) and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Specialized KAMs (24 cr.)

Students may choose between writing KAM V or VI. KAM VII is required.

Specialized KAM V: Deterministic Operations Research Techniques (12 cr.)

- Breadth: AMDS 8511 - Theory of Deterministic Methods
- Depth: AMDS 8521 - Current Research in Deterministic Methods
- Application: AMDS 8531 - Professional Practice: Application of Deterministic Methods

Specialized KAM VI: Stochastic Operations Research Techniques (12 cr.)

- Breadth: AMDS 8611 - Theory of Stochastic Methods
- Depth: AMDS 8621 - Current Research in Stochastic Methods
- Application: AMDS 8631 - Professional Practice: Application of Stochastic Methods

Specialized KAM VII: Research (12 cr.)

- Breadth: AMDS 8710 - Research Methods
- Depth: AMDS 8720 - Selected Research Methods
- Application: AMDS 8730 - Research Design

Dissertation (20 cr.)

- AMDS 9000 – Dissertation

Self-Designed Specialization (KAM-Based)

Students who choose a KAM-based option may choose to create a Self-Designed specialization. The Self-Designed specialization must fit within the existing KAM curriculum structure and the

completion requirements listed below. The specialization must be developed in consultation with program instructors and approved by the associate dean or the associate dean's designee.

Declaring a Self-Designed Specialization

Students wanting to pursue the Self-Designed specialization must declare the specialization by the end of their second quarter of enrollment in conjunction with the Professional Development Plan and program of study. The Professional Development Plan and program of study must clearly reflect how the student intends to integrate the Self-Designed specialization into the Breadth, Depth, and Application sections of all the KAMs, as well as the dissertation. The researched theories in the Breadth component of the specialized KAMs must support the specialization; however, the Breadth component of the core KAMs is not used to support specializations. Students in the Self-Designed specialization should complete the *Program of Study* form using the course numbers for the Breadth, Depth, and Application components of each KAM. The Depth and Application components should include a subtitle that reflects the focus of the student's own unique specialization. In the specialized KAMs, the titles of the Breadth component must also reflect the unique specialization.

Completing a Self-Designed Specialization

To complete the Self-Designed specialization, students follow the course of study outlined in the Professional Development Plan, demonstrating in all academic work doctoral-level competency in the specialization area. Academic work that does not adequately support the declared specialization will be returned to the student for revision.

Foundation Course (6 cr.)

All beginning KAM-based/mixed-model track Ph.D. in Management students are required to successfully complete this course and are automatically enrolled in it during their first quarter. In this course, students develop a Professional Development Plan and a Plan of Study as their guide to the rest of their program.

- AMDS 8008 - Foundations for Doctoral Study

Core KAMs I–III (36 cr.)

Core KAM I: Principles of Social Change (12 cr.)

Perspectives in social and behavioral sciences as they influence human values and lifestyles, communication, social networks, and forecasting alternative futures are addressed. Students begin to integrate theoretical constructs into practical applications for their own interest areas.

- Breadth: SBSF 8110 - Theories of Social Change
- Depth: SBSF 8120 - Current Research in Social Change
- Application: SBSF 8130 - Professional Practice and Social Change

Core KAM II: Principles of Human Development (12 cr.)

This KAM covers basic theories and current research on biological, psychosocial, cognitive, and affective human development, including normal developmental patterns and crises that may occur. Students explore developmental questions in the context of both chronological time and underlying physical, social, and psychological experiences.

- Breadth: SBSF 8210 - Theories of Human Development

- Depth: SBSF 8220 - Current Research in Human Development
- Application: SBSF 8230 - Professional Practice and Human Development

Core KAM III: Principles of Organizational and Social Systems (12 cr.)

This is an introduction to systems theories from various disciplines. The primary models of structured system theories are presented as a background and theoretical framework for the other knowledge areas. Also considered are theories that impact micro and macro levels of social, political, and economic systems.

- Breadth: SBSF 8310 - Theories of Organizational and Social Systems
- Depth: SBSF 8320 - Current Research in Organizational and Social Systems
- Application: SBSF 8330 - Professional Practice and Organizational and Social Systems

Foundation Research Sequence (12 cr.)

Courses comprising the core research sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100Z must be completed during the second term (third term for course-based students and is a prerequisite for Residency 2 of the academic residencies. RSCH 8200Z and RSCH 8300Z must be completed prior to registering for Residency 3 and for the dissertation.

- RSCH 8100Z - Research Theory, Design, and Methods
- RSCH 8200Z - Quantitative Reasoning and Analysis
- RSCH 8300Z - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250Z - Advanced Quantitative Reasoning and Analysis
- RSCH 8350Z - Advanced Qualitative Reasoning and Analysis
- RSCH 8450Z - Advanced Mixed-Methods Reasoning and Analysis

Specialized KAMs (24 cr.)

Students may choose between writing KAM V or VI. KAM VII is required.

Specialized KAM V (12 cr.)

Specialized KAM VI (12 cr.)

Students in the Self-Designed specialization may choose KAM V or VI from any other KAM-based specialization within the Ph.D. in Management program including the following General Management KAMs:

General Management KAM V: Organizational Dynamics and Development (12 cr.)

- Breadth: AMDS 8510 - Theories of Organizational Dynamics and Development
- Depth: AMDS 8520 - Contemporary Research and Issues in Theories of Organizational Dynamics and Development
- Application: AMDS 8530 - Professional Practice Application of a Theory of Organizational Dynamics and Development

General Management KAM VI: Decision Sciences (12 cr.)

- Breadth: AMDS 8610 - Decision Theory and Analysis
- Depth: AMDS 8620 - Current Research in Decision Sciences
- Application: AMDS 8630 - Models for Decision-Making

Specialized KAM VII: Research (12 cr.)

Dissertation (20 cr.)

- AMDS 9000 - Dissertation

Post-Doctoral Certificate Programs

Post-Doctoral Bridge to Business Administration Certificate

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

With the exception DDBA 8005 and DDBA 8160, any courses used toward the completion of a doctoral program cannot be applied toward the completion of the Post-Doctoral Bridge Certificate.

Certificate Requirements

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

Curriculum

Note: Students take all courses in sequence.

Foundation Course (3 sem. cr.)

- DDBA 8005 - Foundations for Doctoral Business Administration Studies

Core Course (3 sem. cr.)

- DDBA 8160 - Business Strategy and Innovation

Specialization Courses (9 sem. cr.)

Choose from one of the following three-course specialization sequences:

Accounting

- DDBA 8550 - Seminar in Managerial Accounting
- DDBA 8551 - Seminar in Accounting-Based Performance Evaluation Systems
- DDBA 8552 - Seminar in International Aspects of Managerial Accounting

Entrepreneurship

- DDBA 8511 - Seminar in Innovation Management
- DDBA 8541 - Seminar in Entrepreneurial Finance
- DDBA 8531 - Seminar in B2B Marketing

Finance

- DDBA 8540 - Seminar in International Finance
- DDBA 8541 - Seminar in Entrepreneurial Finance
- DDBA 8523 - Seminar in Law and Compliance

Global Supply Chain Management

- DDBA 8510 - Seminar in Global Supply Chain Management
- DDBA 8512 - Seminar in IT for Competitive Advantage
- DDBA 8524 - Seminar in Multicultural Management

Healthcare Management

- DDBA 8560 - Seminar in Healthcare Managerial Decision Making
- DDBA 8561 - Seminar in Managing Healthcare Delivery Systems
- DDBA 8562 - Seminar in Law and Ethics in Healthcare Management

Information Systems Management

- DDBA 8510 - Seminar in Global Supply Chain Management
- DDBA 8511 - Seminar in Innovation Management
- DDBA 8512 - Seminar in IT for Competitive Advantage

International Business

- DDBA 8510 - Seminar in Global Supply Chain Management
- DDBA 8540 - Seminar in International Finance
- DDBA 8524 - Seminar in Multicultural Management

Leadership

- DDBA 8521 - Seminar in Change Management

- DDBA 8522 - Seminar in Sustainability
- DDBA 8524 - Seminar in Multicultural Management

Marketing

- DDBA 8533 - Seminar in Marketing Research
- DDBA 8531 - Seminar in B2B Marketing
- DDBA 8532 - Seminar in Consumer Behavior

Project Management

- DDBA 8570 - Seminar in Program and Portfolio Management
- DDBA 8571 - Seminar in Project Portfolio Performance and Organizational Effectiveness
- DDBA 8572 - Seminar in Project-Based Strategic Leadership

Social Impact Management

- DDBA 8521 - Seminar in Change Management
- DDBA 8522 - Seminar in Sustainability
- DDBA 8523 - Seminar in Law and Compliance

Technology Entrepreneurship

- DDBA 8511 - Seminar in Innovation Management
- DDBA 8541 - Seminar in Entrepreneurial Finance
- DDBA 8512 - Seminar in IT for Competitive Advantage

Post-Doctoral Bridge to Management Certificate

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

With the exception MGMT 8000, any courses used toward the completion of a doctoral program cannot be applied toward the completion of the Post-Doctoral Bridge Certificate.

Certificate Requirements

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

Curriculum

Note: Students take all courses in sequence.

Foundation Course (6 cr.)

- MGMT 8000 - Foundations for Ph.D. Study♦

Specialization Courses (20 cr.)

Choose from one of the following five-course specialization sequences:*

Leadership and Organizational Change

- MGMT 8410 - Leadership, Influence, and Power♦
- MGMT 8420 - Challenging Conventional Leadership♦
- MGMT 8430 - The Changing Face of Leadership—Diverse Perspectives♦
- MGMT 8440 - The Socially Conscious Leader♦
- MGMT 8450 - Crafting and Responding to Change♦

Information Systems Management

- MGMT 8510 - Managing E-Commerce Management Information Systems♦
- MGMT 8520 - Organizational Performance Improvement♦
- MGMT 8530 - Managing Projects in Complex Environments♦
- MGMT 8540 - Systems Analysis, Design, and Implementation♦
- MGMT 8550 - Security Management and Risk Assessment♦

Finance

- MGMT 8610 - Financial Decision Making for Individuals and Firms♦
- MGMT 8620 - Financial Markets: Risk and Return, Capital Structure, and International Dimensions of Finance♦
- MGMT 8630 - Corporate Financial Management♦
- MGMT 8640 - Valuation of Assets, Entities, and Opportunities♦
- MGMT 8650 - Financial Analysis, Planning, and Forecasting♦

Human Resource Management

- MGMT 8710 - Organizational Behavior and Effective Human Resource Management♦
- MGMT 8720 - Strategic Thinking for Effective Human Resource Management♦
- MGMT 8730 - The Development of Human Capital Within Organizations♦
- MGMT 8740 - The Legal, Ethical, and Cultural Environment of Human Resource Management♦
- MGMT 8750 - Human Resource Management and Its Role in Labor Relations, Negotiation, and Conflict Resolution♦

Self-Designed

- 1 Foundation course (6 cr.)
- Combination of choice of core courses (listed below) and specialization courses above (20 cr.)*
 - MGMT 8010 - Management in Human and Societal Development♦

- MGMT 8020 - Managing Organizational Systems and Complexity♦
- MGMT 8030 - Management of Decision Making♦
- Certificate students will not take the applications (MGMT 8600) course of the specialization.

College of Social and Behavioral Sciences

School of Counseling and Social Service

Bachelor's Degree Programs

B.S. in Human Services

This program prepares students to meet the growing need for qualified professionals who have a broad understanding of human services program development, implementation, and evaluation. Through this curriculum, students gain the practical skills required to assist individuals and communities in crisis. The curriculum comprises courses through which students have the opportunity to develop core human services competencies, including managing and resolving conflict, organizing community resources, and interacting with diverse communities.

Learning Outcomes

Upon completion of the B.S. in Human Services program, students will be able to:

1. Articulate historical and current issues that have shaped the development of the human services profession.
2. Articulate the role that human service professionals play in working with individuals, communities, and families in need.
3. Identify strategies to address marginalization and social stratification for diverse communities in support of social change initiatives.
4. Advocate client needs across a variety of social domains.
5. Utilize knowledge of formal and informal networks in the human services delivery systems.
6. Apply appropriate models for addressing crisis-related problems in the lives of clients.
7. Apply legal and ethical standards in providing client services and maintaining client records.
8. Evaluate service delivery and program effectiveness.

General Education Courses (45 cr.)

See the general education section of this *Walden University Catalog*.

Note: At least three general education courses taken must be at the 3000 level or higher, including SOCI 4080.

First Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (45 cr.)

The following courses are required as part of the B.S. in Human Services core:

- PSYC 2010 - Introduction to Human Services♦
- EDUC 1006 - Child, Family, and Community Relationships♦
- IDST 2050 - Interdisciplinary Experience: Sustaining Quality of Life in the City♦
- PSYC 3010 - Crisis and Intervention♦
- PSYC 4008 - Intergroup Conflict and Peace Building♦
- CRJS 4402 - Planning and Budgeting♦
- HUMN 4003 - Measuring Effectiveness of Human Services Delivery♦
- HUMN 4002 - Effective Interviewing for the Human Services♦
- HUMN 4001 - Case Management for Persons in Need♦

Elective Courses (55 cr.)

Choose 11 courses from either general education or other Walden bachelor's degree programs. At least 20 elective credits must be at the 3000–4000 level. Elective credits should total 55 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Capstone Course

- HUMN 4920 - Capstone♦

Concentration Curriculum

Students must complete one of the following concentrations.

- Child and Adolescent Development
- Criminal Justice
- Courts and the Legal System
- Culture Studies
- Global Social Justice and Civic Engagement
- Leadership and Administration
- Psychology
- Self-Designed

Child and Adolescent Development

The period from childhood to adolescence is a complex time of transformational physical changes as well as important mental and social development. There are many social influences that can affect the attitudes, beliefs, and behaviors of children and adolescents. In the online B.S. in Human Services Child and Adolescent Development concentration, students will learn the key

theories related to the biological and behavioral maturation processes of this age group. They will examine the trends and issues that affect children and adolescents today—including Internet use, social media, substance abuse, (cyber) bullying, eating disorders, depression, suicide, and teenage pregnancy.

Course Sequence (30 cr.)

Choose six from the courses listed below:

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
	PSYC 2002 - Human Development: Childhood and Adolescence	5 cr.
	PSYC 2005 - Social Influences on Behavior	5 cr.
	PSYC 2008 – Learning	5 cr.
	EDUC 3203 - Infant/Toddler Mental Health	5 cr.
	EDUC 3204 - Family Cultures of Infants and Toddlers	5 cr.
	EDUC 3301 - School-Age and Adolescent Development	5 cr.
	EDUC 3303 - Motivating and Guiding School-Age Children and Adolescents	5 cr.
	EDUC 4205 - Developmentally Appropriate Practices in Infant Settings	5 cr.
	EDUC 4206 - Developmentally Appropriate Practices in Toddler Settings	5 cr.
	EDUC 4301 - School-Age Children and Adolescence in a Multicultural Society	5 cr.
	EDUC 4303 - Trends and Issues in School-Age Children	5 cr.
	EDUC 4304 - Trends and Issues in Adolescence	5 cr.

Courts and the Legal System

In this concentration, students examine the U.S. legal system, including criminal and civil law, the courts, and judicial process. Students gain a broad understanding of how the legal system functions in an increasingly complex and diverse society. Through coursework, students investigate the factors that contribute to juvenile delinquency and the concept of juvenile justice. They also learn strategies for restorative justice, focusing on repairing the harm caused by criminal behavior to victims and communities.

Concentration Curriculum (30 cr.)

- CRJS 2002 - Juvenile Delinquency and Justice♦
- CRJS 2003 - Criminal Law♦
- CRJS 3002 - Courts and Judicial Process♦
- CRJS 3004 - Data Analysis for the Criminal Professional♦
- CRJS 4201 - Restorative Justice♦
- CRJS 4202 - Mobilizing and Coordinating Community Response♦
- PSPA 3010 - Civil Law♦

Electives

Choose 11 courses from either general education or other Walden bachelor's degree programs. At least 20 elective credits must be at the 3000–4000 level. Your elective credits should total 55 to meet your program requirements. You may also be eligible to transfer previous credit to meet your elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Criminal Justice

In the Criminal Justice concentration, students examine contemporary criminal justice systems in the United States, focusing on the role of law enforcement and other systems of social control. The curriculum provides students with the opportunity to explore the corrections system, research causes of crime, analyze contemporary problems and trends in victimology, and recommend ways to make the system more cost effective, efficient, and streamlined.

Concentration Curriculum (30 cr.)

- CRJS 1001 - Contemporary Criminal Justice Systems♦
- CRJS 2001 - Criminology and Social Control♦
- CRJS 2002 - Juvenile Delinquency and Justice♦
- CRJS 2003 - Criminal Law♦
- CRJS 3001 - Corrections♦
- CRJS 3002 - Courts and Judicial Process♦
- CRJS 3003 - Law Enforcement♦
- CRJS 3004 - Data Analysis for the Criminal Professional♦
- CRJS 4201 - Restorative Justice♦
- CRJS 4202 - Mobilizing and Coordinating Community Response♦
- CRJS 4203 - Victimology♦
- PSPA 4010 - Contemporary Legal Debates♦

Electives

Choose 11 courses from either general education or other Walden bachelor's degree programs. At least 20 elective credits must be at the 3000–4000 level. Elective credits should total 55 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Culture Studies

Through this concentration, students explore methods for interpreting behavior and communicating more effectively in a multicultural world. Students examine culturally diverse values and social attitudes, and they determine how such principles and perspectives shape experiences and relationships. The curriculum comprises courses focused on the influences of gender, race, ethnicity, and sexual orientation on school-age children; methods to overcome challenges in cross-cultural situations; and evaluations of psychological issues from a global rather than a domestic perspective.

Concentration Curriculum (30 cr.)

- PSYC 2001 - Cross-Cultural Psychology♦
- PSYC 3005 - Racial and Ethnic Identities♦
- PSYC 3006 - Psychology of Gender♦
- PSYC 4006 - Global Perspectives in Psychology♦
- COMM 4001 - Intercultural Communication♦
- EDUC 4301 - School-Age Children and Adolescence in a Multicultural Society♦
- PSPA 3040 - Global Social Justice♦

Electives

Choose 11 courses from either general education or other Walden bachelor's degree programs. At least 20 elective credits must be at the 3000–4000 level. Elective credits should total 55 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Global Social Justice and Civic Engagement

Through the Global Social Justice and Civic Engagement concentration, students examine the social benefits and complexities that result from globalization. They also identify the major challenges to peace and sustainability in the global environment as well as effective strategies for producing positive social change. Through coursework, students focus on social entrepreneurship, the significance of volunteerism, and the importance of organizations dedicated to promoting social justice throughout the world.

Concentration Curriculum (30 cr.)

- PSPA 1002 - Global Issues in Politics♦
- PSPA 2030 - Leadership and Volunteerism♦
- PSPA 2050 - Social Entrepreneurship♦
- PSPA 3030 - Social Change in the Community♦
- PSPA 3040 - Global Social Justice♦
- PSPA 4030 - Communication for Social Change♦
- PSPA 4040 - Service in the Global Community♦
- PSYC 4006 - Global Perspectives in Psychology♦
- COMM 4001 - Intercultural Communication♦

Electives

Choose 11 courses from either general education or other Walden bachelor's degree programs. At least 20 elective credits must be at the 3000–4000 level. Elective credits should total 55 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Leadership and Administration

In the Leadership and Administration concentration, students explore the role of leaders and leadership in the public sector. The curriculum includes an analysis of the principles of public administration, the role of ethics in public leadership, the psychology of leadership, and necessary skills for leaders in the public sector. Through coursework, students have the opportunity to explore many of the questions and issues surrounding the making of public policy.

Concentration Curriculum

- PSPA 1002 - Global Issues in Politics♦
- PSPA 2001 - Principles of Public Administration♦
- PSPA 2002 - The Making of Public Policy♦
- PSPA 2030 - Leadership and Volunteerism♦
- PSPA 3002 - Ethics in Public Leadership♦
- PSPA 4020 - New Skills for Leaders in the Public Sector♦
- PSYC 3009 - Psychology of Leadership♦
- COMM 4001 - Intercultural Communication♦
- CRJS 3002 - Courts and Judicial Process♦

Electives

Choose 11 courses from either general education or other Walden bachelor's degree programs. At least 20 elective credits must be at the 3000–4000 level. Elective credits should total 55 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Psychology

Students in this concentration examine the ways that biology, society, multiculturalism, race, and ethnicity influence human behavior, focusing on the influence of global trends on individual and group conduct. Through a variety of course assignments, students apply what they learn to case studies and real-life examples. The curriculum includes cross-cultural psychology, racial and ethnic identities, methods of psychological inquiry, and global perspectives in psychology.

Concentration Curriculum (30 cr.)

- PSYC 1002 - Psychology as a Natural Science♦
- PSYC 1003 - Psychology as a Social Science♦
- PSYC 2001 - Cross-Cultural Psychology♦
- PSYC 3002 - Data Analysis and Presentation♦
- PSYC 3003 - Methods in Psychological Inquiry♦
- PSYC 3005 - Racial and Ethnic Identities♦
- PSYC 3007 - Influence and Persuasion♦
- PSYC 4006 - Global Perspectives in Psychology♦

Electives

Choose 11 courses from either general education or other Walden bachelor's degree programs. At least 20 elective credits must be at the 3000–4000 level. Elective credits should total 55 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Self-Designed Concentration

In this concentration, students create their own curriculum to best meet their areas of interest. Students may select six courses from the other concentrations in the B.S. in Human Services program. Possible course selections include Methods of Psychological Inquiry, Criminology and Social Control, Criminal Law, Social Influences on Behavior, Psychology of Gender, Social Change in the Community, and Ethics in Public Leadership.

Concentration Curriculum (30 cr.)

Students choose six courses from any other B.S. in Human Services concentration courses.

Electives

Choose 11 courses from either general education or other Walden bachelor's degree programs. At least 20 elective credits must be at the 3000–4000 level. Elective credits should total 55 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Other Undergraduate Options

Accelerate Into Master's (AIM) Programs

Walden University offers opportunities for advanced undergraduate students to accelerate time to the completion of a master's degree. This option, called Accelerate Into Master's (AIM), allows undergraduate students to complete graduate-level courses, upon approval of their advisor, that will fulfill the requirements for their undergraduate program as well as graduate requirements for a future master's program. Students must select 5000-level courses as electives or replace courses in their B.S. program, and also must meet specific academic requirements.

When undergraduate students attempt a 5000-level course, they may earn a *C* in the graduate-level course but only a grade of *B* or better will carry over to the graduate program. Students who receive a *C* grade will be awarded a grade of *C**, which will permit the grade to be used toward the undergraduate-level requirement but not toward the master's-level requirement. Students who do not receive a *B* or better are not permitted to continue taking 5000-level courses. Later admission to the master's program requires that students must repeat that course as a master's student.

Requirements

Walden University offers several opportunities for advanced undergraduate students in certain

programs to accelerate time to completion in certain master's degree programs.

1. Undergraduates can complete no more than 50% of the total courses required for master's degree completion, excluding thesis, practicum, or capstone. (Individual programs determine specific eligible courses and some programs may limit the number of courses available.)
2. To be eligible to begin AIM courses, students must:
 - a. Have an overall GPA equal to that required for admission to the associated master's degree.
 - b. Have completed a minimum of 90 credits and any specific core requirements associated with their bachelor's program listed below. (Individual programs may determine additional prerequisites.)
 - c. Be in good financial standing.
 - d. Not have any incompletes.

AIM courses are (5000-level) graduate courses.*

- a. Tuition for these courses is charged at the undergraduate rate.
- b. Courses taken as an undergraduate count as fulfilling undergraduate degree requirements.
- c. Grades for graduate courses taken as an undergraduate are incorporated into the undergraduate GPA.

Students must get a *B* or better in each course to have that course applied to the master's program.

- Students who get lower than a B in an AIM course will not be allowed to take any more 5000-level courses. Later admission to the master's program requires that the student must repeat that course as a master's student.

Students are expected to maintain the undergraduate GPA expected for admission to the associated master's program.

- Falling below this GPA prevents the student from taking any additional graduate courses as an undergraduate student.

Upon completion of the undergraduate program requirements, students should file an Intent to Graduate form.

Students who complete these courses successfully are not required to pursue the master's degree and/or may defer enrollment to a future date. Transfer of credit policies, including those related to expiration, would apply.

Taking AIM courses does not guarantee admission into a master's program. Upon admission to the master's program, all AIM graduate courses completed with a B or better are applied to graduate program. The graduate GPA is calculated based only on those graduate courses taken as a graduate student.

Institutional coursework expires within 10 years unless otherwise notated by the individual academic unit or program.

* *Note:* Graduate students cannot register for AIM courses.

AIM Program Chart

<i>Master's program</i>	<i>Eligible courses</i>
The Richard W. Riley College of Education and Leadership	
<p>M.S. in Early Childhood Studies <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • EDUC 5005 - Foundations: Early Childhood Studies • EDUC 5160 - Early Childhood Development • EDUC 5161 - Effective Programs and Practices • EDUC 5162 - Issues and Trends in the Early Childhood Field <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Instructional Design and Technology <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • EDUC 5105 - Organizations, Innovation, and Change • EDUC 5115 - Learning Theories and Instruction • EIDT 5100 - Instructional Design • EIDT 5110 - Advanced Instructional Design <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
College of Management and Technology	
School of Management	
<p>Master of Business Administration <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMBA 5501 - Managing and Leading: A Contemporary Approach • MMBA 5510 - Leading People (prereq: MMBA 5501) • MMBA 5520 - Business Operations in the U.S. and Abroad (prereq: MMBA 5510) • MMBA 5540 - Innovation and Technology (prereq: MMBA 5520) • MMBA 5530 - Marketing (prereq: MMBA 5540)
College of Health Sciences	
School of Health Sciences	
<p>Master of Public Health (M.P.H.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i> <i>It is recommended that students</i></p>	<ul style="list-style-type: none"> • PUBH 5101 - Principles of Communication in Public Health • PUBH 5002 - Essentials of Public Health: A Case Study Approach • PUBH 5115 - Social, Behavioral, and Cultural Factors

<p>complete PUBH 5101 prior to enrolling in any other M.P.H. courses.</p>	<p>in Public Health</p> <ul style="list-style-type: none"> • PUBH 5165 - Environmental Health • PUBH 5235 - Program Design, Planning, and Evaluation • PUBH 5175 - Health Policy and Management <p>Students must complete all general education and core requirements before beginning AIM courses.</p>
<p>Master of Healthcare Administration (M.H.A.) Students may select any or all of these courses. Individual course prerequisites apply.</p>	<ul style="list-style-type: none"> • MMHA 5015 - Foundations of Healthcare Administration • MMHA 5100 - U.S. Healthcare Delivery System • MMHA 5135 - Health Policy and Economics • MMHA 5205 - Health Law and Ethics <p>Students must complete all general education and core requirements before beginning these AIM courses.</p>
<p>College of Social and Behavioral Sciences</p>	
<p>School of Public Policy and Administration</p>	
<p>Master of Public Administration (M.P.A.) Students may select up to five of these courses. Individual course prerequisites apply.</p>	<ul style="list-style-type: none"> • MMPA 5200 - Introduction to Public Administration • MMPA 5405 - Ethics and Social Justice • MMPA 5420 - Organizational Management and Leadership • MMPA 5431 - Finance and Budgeting for the Public Sector • MMPA 5435 - Human Resource Management: Building a Capable Workforce • MMPA 5451 - Public Policy Analysis • MMPA 5480 - Applied Research and Evaluation Methods <p>Students must complete all general education and core requirements before beginning these AIM courses.</p>
<p>Master of Public Policy (M.P.P.) Students may select any or all of these courses. Individual course prerequisites apply.</p>	<ul style="list-style-type: none"> • MMPP 5280 - Policy and Politics in American Political Institutions • MMPP 5405 - Ethics and Social Justice • MMPA 5420 - Organizational Management and Leadership • MMPA 5431 - Finance and Budgeting for the Public Sector • MMPP 5111 - Leadership and Organizational Change <p>Students must complete all general education and core requirements before beginning these AIM courses.</p>
<p>M.S. in Nonprofit Management and Leadership</p>	<ul style="list-style-type: none"> • NPMG 5200 - Introduction to the Nonprofit Sector • NPMG 5405 - Ethics and Social Justice

<p><i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • NPMG 5420 - Organizational Management and Leadership • NPMG 5431 - Finance and Budgeting for the Nonprofit Sector • NPMG 5435 - Human Resource Management: Building a Capable Workforce • NPMG 5480 - Applied Research and Evaluation Methods <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice • CRJS 5511 - Special Populations • CRJS 5217 - Technological Solutions and 21st-Century Crime • CRJS 5203 - Victimology <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice Leadership and Executive Management <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>School of Psychology</p>	
<p>M.S. in Psychology <i>Students may select any or all of these courses for the listed specializations. Individual course prerequisites apply.</i></p>	<p>Applied Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Crisis Management and Response</p> <ul style="list-style-type: none"> • PSYC 5701 - Culture and Psychology • PSYC 5740 - Disaster, Crisis, and Trauma <p>Educational Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5240 - Human Motivation • PSYC 5701 - Culture and Psychology <p>General Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development

	<ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology • PSYC 5220 - Psychology of Personality <p>Health Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5745 - Health Psychology <p>Media Psychology</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology • PSYC 5760 - Psychology and the Media <p>Organizational Psychology</p> <ul style="list-style-type: none"> • PSYC 5480 - Psychology of Organizational Behavior <p>Program Evaluation and Research</p> <ul style="list-style-type: none"> • PSYC 5315 - Tests and Measurement <p>Psychology of Culture</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Psychology, Public Administration, and Social Change</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Social Psychology</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Terrorism and Security</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5741 - Psychology of Terrorism <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Forensic Psychology <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • FPSY 5101 - Introduction to Forensic Psychology • FPSY 5115 - Understanding Forensic Psychology Research • FPSY 5125 - Assessment in Forensic Psychology Settings • FPSY 5135 - Criminal Behavior

	<ul style="list-style-type: none"> • FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology • FPSY 5720 - Abnormal Behavior <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
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All semester credits will be converted to quarter credits using the ratio of 1 semester credit equals 1.5 quarter credits.

Undergraduate Minors

Students have the option to select a minor after starting their undergraduate program. Unlike an undergraduate concentration, a minor must be in a discipline outside the student's major. Students should verify individual requirements for each minor, including which programs are ineligible. An undergraduate minor consists of six or more courses with a minimum of two at the upper level. Students wishing to add a minor to their program should contact their academic advisor. Students may select a maximum of two minors.

- [Minor in Applied Instructional Design and Technology](#)
- [Minor in Business](#)
- [Minor in Child Development](#)
- [Minor in Communication](#)
- [Minor in Criminal Justice](#)
- [Minor in Educational Studies](#)
- [Minor in Healthcare Management](#)
- [Minor in Health Promotion and Wellness](#)
- [Minor in Health Studies](#)
- [Minor in Introductory Design and Technology](#)
- [Minor in Political Science and Public Administration](#)
- [Minor in Psychology](#)
- [Minor in Public Health](#)

Minor in Criminal Justice

The Undergraduate Minor in Criminal Justice is for the non-public policy and administration student who may be interested in law enforcement, the justice system, corrections, homeland security, and social services. With this minor, students can blend contemporary theory on the nature, extent, and cause of crime with the study of national and international criminal justice practices.

Note: This minor is not available to students in the B.S. in Criminal Justice program.

Required (30 cr.)

- CRJS 1001 - Contemporary Criminal Justice Systems♦
- CRJS 2001 - Criminology and Social Control♦
- CRJS 2003 - Criminal Law♦

And students choose three of the following:

- CRJS 3001 - Corrections♦
- CRJS 3002 - Courts and Judicial Process♦
- CRJS 3003 - Law Enforcement♦
- CRJS 3004 - Data Analysis for the Criminal Professional♦
- CRJS 4102 - The Criminal Mind♦

Master's Degree Programs

M.S. in Addiction Counseling

The focus of the M.S. in Addiction Counseling program is on the skills students need to support people who are dealing with substance abuse and addictive behaviors related to gambling, exercising, technology, and pornography. Coursework provides an overview of history, theories, and trends in the addiction counseling field. Students examine the factors that put individuals at risk for developing addictions, and they study how to treat addictions that may coexist with other mental health issues, such as anxiety, depression, and obsessive-compulsive behavior. By analyzing various diagnostic and assessment tools, students learn best practices for conducting clinical evaluations to identify and address addictive disorders.

Degree Requirements

- 90 total credits (or 100 cr. with specialization)
- Foundation course (1 cr.)
- Core courses (65 cr.)
- Specialization (10 cr.)
- Field experience (3 cr. practicum, 6 cr. internship)
- 12 days of residency (two 6-day residencies)

Learning Outcomes

Graduates of this program will be prepared to:

1. Develop a professional orientation and identity as a counselor.
2. Effectively address the social and cultural diversity issues that impact the counseling process.
3. Utilize the major counseling theories to develop an empirically based personal theoretical orientation that integrates theory and best practices.
4. Apply theories and models of career development to related life factors which affect an individual's lifestyle and mental health.
5. Utilize major counseling theories to develop an empirically based personal theoretical orientation that integrates theory and best practices.
6. Apply theoretical and experiential principles of group work to develop targeted interventions within group contexts.
7. Evaluate and interpret individual and group assessment in a multicultural society.
8. Utilize research methods commonly used in the counseling profession.
9. Demonstrate skills in applying principles of advocacy toward promoting cultural understanding and positive social change in individuals, communities, and society.

10. Achieve personal growth and sustainability in the profession.

Students will also be able to:

1. Apply sound ethical, legal, and business practices in the work of an addiction counselor.
2. Implement counseling/prevention/intervention services related to addiction counseling.
3. Promote diversity and advocacy as related to addiction counseling.
4. Employ various assessment techniques to appropriately intervene in meeting the needs of diverse addiction clientele.
5. Use evidence-based research literature to inform practice in meeting the needs of diverse addiction clientele.
6. Use diagnostic tools to diagnose addiction and other disorders in diverse clientele.

Specializations

- Addictions and Public Health
- Child and Adolescent Counseling
- Family Studies and Interventions
- Forensic Counseling
- Trauma and Crisis Counseling

Core Curriculum

Core Courses (80 cr.)

- COUN 6103A - Introduction to Addiction
- COUN 6722A - Counseling and Psychotherapy Theories
- COUN 6306A - Ethics and Legal Issues in Counseling
- COUN 6316A - Techniques in Counseling
- COUN 6215A - Lifespan Development
- COUN 6728A - Substance Abuse Counseling
- COUN 6723A - Multicultural Counseling
- COUN 6720A - Diagnosis and Assessment
- COUN 6202A - Theories, Treatment, and Case Management of Addiction
- COUN 6203A - Psychopharmacology and Biopsychosocial Considerations
- COUN 6250A - Group Process and Dynamics
- COUN 6326A - Research and Program Evaluation
- COUN 6753A - Career Counseling
- COUN 6336A - Crisis, Trauma, and Disaster Response
- COUN 6360A - Assessment in Counseling and Education
- COUN 6785A - Prevention, Intervention, and Consultation

Field Experience (9 cr.)

- COUN 6671 - Counseling Practicum
- COUN 6682a - Internship I

- COUN 6682b - Internship II

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	COUN 6101A - Foundations for Graduate Study in Counseling	1 cr.
	COUN 6722A - Counseling and Psychotherapy Theroris	5 cr.
2	COUN 6306A - Ethics and Legal Issues in Counseling	5 cr.
	COUN 6103A - Introduction to Addiction	5 cr.
3	COUN 6316A - Techniques in Counseling	5 cr.
	COUN 6215A - Lifespan Development	5 cr.
4	COUN 6728A - Substance Abuse Counseling	5 cr.
	COUN 6723A - Multicultural Counseling	5 cr.
	Residency 1 (attend during or immediately after quarter 4)	
5	COUN 6720A - Diagnosis and Assessment	5 cr.
	COUN 6202A - Theories, Treatment, and Case Management of Addiction	5 cr.
6	COUN 6203A - Psychopharmacology and Biopsychosocial Considerations	5 cr.
	COUN 6250A - Group Process and Dynamics	5 cr.
7	COUN 6326A - Research and Program Evaluation	5 cr.
	COUN 6753A - Career Counseling	5 cr.
	Residency 2	
8	COUN 6336A - Crisis, Trauma, and Disaster Response	5 cr.
	COUN 6204A - Assessment in Counseling and Addiction	5 cr.
9	COUN 6785A - Prevention, Intervention, and Consultation	5 cr.
	COUN 6671 - Counseling Practicum	3 cr.
10	COUN 6682A - Internship I	3 cr.
11	COUN 6682B - Internship II	3 cr.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Addiction Counseling](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Addictions and Public Health

Students in this specialization gain an understanding of health promotion and its role in creating positive social change in communities. Students focus on developing skills they can apply in agencies that organize culturally and contextually relevant prevention and treatment plans. They can use these plans to address today's most pressing public health issues concerning addictions and other mental health disorders.

Completion Requirements

- 100 total quarter credit hours
 - Foundation course (1 cr.)
 - Core courses (80 cr.)
 - Specialization courses (10 cr.)
 - Field experience (9 cr.: Practicum, 100 hours; Internship, 600 hours)
- Professional development plan, program of study, licensure plan
- 12 days of residency (two 6-day residencies)

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	COUN 6103A - Introduction to Addiction	5 cr.
	COUN 6722A - Counseling and Psychotherapy Theroris	5 cr.
2	COUN 6306A - Ethics and Legal Issues in Counseling	5 cr.
	COUN 6316A - Techniques in Counseling	5 cr.
3	COUN 6215A - Lifespan Development	5 cr.
	COUN 6728A - Substance Abuse Counseling	5 cr.
4	COUN 6723A - Multicultural Counseling	5 cr.
	COUN 6720A - Diagnosis and Assessment	5 cr.
	Residency 1 (attend during or immediately after quarter 4)	
5	COUN 6202A - Theories, Treatment, and Case Management of Addiction	5 cr.
	COUN 6203A - Psychopharmacology and Biopsychosocial Considerations	5 cr.
6	COUN 6250A - Group Process and Dynamics	5 cr.
	COUN 6326A - Research and Program Evaluation	5 cr.
7	COUN 6753A - Career Counseling	5 cr.
	COUN 6336A - Crisis, Trauma, and Disaster Response	5 cr.
	Residency 2	
8	COUN 6360A - Assessment in Counseling and Education	5 cr.

	COUN 6785A - Prevention, Intervention, and Consultation	5 cr.
9	COUN 6671 - Counseling Practicum	5 cr.
10	COUN 6682A - Internship 1	3 cr.
	COUN 6777A - Essentials of Public Health: A Case Study Approach	5 cr.
11	COUN 6682B - Internship 2	3 cr.
	COUN 6778A - Social, Behavioral, and Cultural Factors in Public Health	5 cr.

Child and Adolescent Counseling

In this specialization, students focus on the specific counseling needs of children and adolescents in the general population, as well as those in the juvenile justice system. Courses provide a foundation in juvenile delinquency and development and general child and adolescent counseling. Students analyze theories and techniques for working with children and adolescents in the counseling process.

Completion Requirements

- 100 total quarter credit hours
 - Foundation course (1 cr.)
 - Core courses (80 cr.)
 - Specialization courses (10 cr.)
 - Field experience (9 cr.: Practicum, 100 hours; Internship, 600 hours)
- Professional development plan, program of study, licensure plan
- 12 days of residency (two 6-day residencies)

Course Sequence

Quarter	Course	Credits
1	COUN 6103A - Introduction to Addiction	5 cr.
	COUN 6722A - Counseling and Psychotherapy Theories	5 cr.
2	COUN 6306A - Ethics and Legal Issues in Counseling	5 cr.
	COUN 6316A - Techniques in Counseling	5 cr.
3	COUN 6215A - Lifespan Development	5 cr.
	COUN 6728A - Substance Abuse Counseling	5 cr.
4	COUN 6723A - Multicultural Counseling	5 cr.
	COUN 6720A - Diagnosis and Assessment	5 cr.

	Residency 1 (attend during or immediately after quarter 4)	
5	COUN 6202A - Theories, Treatment, and Case Management of Addiction	5 cr.
	COUN 6203A - Psychopharmacology and Biopsychosocial Considerations	5 cr.
6	COUN 6250A - Group Process and Dynamics	5 cr.
	COUN 6326A - Research and Program Evaluation	5 cr.
7	COUN 6753A - Career Counseling	5 cr.
	COUN 6336A - Crisis, Trauma, and Disaster Response	5 cr.
	Residency 2	
8	COUN 6360A - Assessment in Counseling and Education	5 cr.
	COUN 6785A - Prevention, Intervention, and Consultation	5 cr.
9	COUN 6671 - Counseling Practicum	5 cr.
10	COUN 6682A - Internship 1	5 cr.
	COUN 6346A - Child and Adolescent Counseling	5 cr.
11	COUN 6682B - Internship 2	5 cr.
	COUN 6512A - Juvenile Justice, Delinquency, and Development	5 cr.

Family Studies and Interventions

In this specialization, students focus on the specific counseling needs of children and adolescents in the general population, as well as those in the juvenile justice system. Courses provide a foundation in juvenile delinquency and development and general child and adolescent counseling. Students analyze theories and techniques for working with children and adolescents in the counseling process.

Completion Requirements

- 100 total quarter credit hours
 - Foundation course (1 cr.)
 - Core courses (80 cr.)
 - Specialization courses (10 cr.)
 - Field experience (9 cr.: Practicum, 100 hours; Internship, 600 hours)
- Professional development plan, program of study, licensure plan
- 12 days of residency (two 6-day residencies)

Course Sequence

Quarter	Course	Credits
1	COUN 6101A - Foundations for Graduate Study in Counseling	1 cr.
	COUN 6722A - Counseling and Psychotherapy Theroris	5 cr.

2	COUN 6306A - Ethics and Legal Issues in Counseling	5 cr.
	COUN 6103A - Introduction to Addiction	5 cr.
3	COUN 6316A - Techniques in Counseling	5 cr.
	COUN 6215A - Lifespan Development	5 cr.
4	COUN 6728A - Substance Abuse Counseling	5 cr.
	COUN 6723A - Multicultural Counseling	5 cr.
Residency 1 (attend during or immediately after quarter 4)		
5	COUN 6720A - Diagnosis and Assessment	5 cr.
	COUN 6202A - Theories, Treatment, and Case Management of Addiction	5 cr.
6	COUN 6203A - Psychopharmacology and Biopsychosocial Considerations	5 cr.
	COUN 6250A - Group Process and Dynamics	5 cr.
7	COUN 6326A - Research and Program Evaluation	5 cr.
	COUN 6753A - Career Counseling	5 cr.
Residency 2		
8	COUN 6336A - Crisis, Trauma, and Disaster Response	5 cr.
	COUN 6204A - Assessment in Counseling and Addiction	5 cr.
9	COUN 6785A - Prevention, Intervention, and Consultation	5 cr.
	COUN 6671 - Counseling Practicum	3 cr.
10	COUN 6682A - Internship I	3 cr.
	COUN 6201A - Introduction to Marriage, Couple, and Family Counseling	5 cr.
11	COUN 6682B - Internship II	3 cr.
	COUN 6356A - Theories and Techniques in Marriage, Couple, and Family Counseling	5 cr.

Forensic Counseling

This specialization prepares students to provide addiction counseling and mental health services to individuals and groups served by the legal system. Coursework provides a solid foundation in mental health law and the treatment of forensic populations. Through conceptual and application-based assignments, students gain practical insight into the role that counselors and case management specialists serve in various forensic settings, including juvenile courts, correctional facilities, group rehabilitation homes, and agencies that offer conflict mediation services.

Completion Requirements

- 100 total quarter credit hours
 - Foundation course (1 cr.)

- Core courses (80 cr.)
- Specialization courses (10 cr.)
- Field experience (9 cr.: Practicum, 100 hours; Internship, 600 hours)
- Professional development plan, program of study, licensure plan
- 12 days of residency (two 6-day residencies)

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	COUN 6101A - Foundations for Graduate Study in Counseling	1 cr.
	COUN 6722A - Counseling and Psychotherapy Theroris	5 cr.
2	COUN 6306A - Ethics and Legal Issues in Counseling	5 cr.
	COUN 6103A - Introduction to Addiction	5 cr.
3	COUN 6316A - Techniques in Counseling	5 cr.
	COUN 6215A - Lifespan Development	5 cr.
4	COUN 6728A - Substance Abuse Counseling	5 cr.
	COUN 6723A - Multicultural Counseling	5 cr.
	Residency 1 (attend during or immediately after quarter 4)	
5	COUN 6720A - Diagnosis and Assessment	5 cr.
	COUN 6202A - Theories, Treatment, and Case Management of Addiction	5 cr.
6	COUN 6203A - Psychopharmacology and Biopsychosocial Considerations	5 cr.
	COUN 6250A - Group Process and Dynamics	5 cr.
7	COUN 6326A - Research and Program Evaluation	5 cr.
	COUN 6753A - Career Counseling	5 cr.
	Residency 2	
8	COUN 6336A - Crisis, Trauma, and Disaster Response	5 cr.
	COUN 6204A - Assessment in Counseling and Addiction	5 cr.
9	COUN 6785A - Prevention, Intervention, and Consultation	5 cr.
	COUN 6671 - Counseling Practicum	3 cr.
10	COUN 6682A - Internship I	3 cr.
	COUN 6511A - Treatment of Forensic Populations	5 cr.
11	COUN 6682B - Internship II	3 cr.
	COUN 6912A - Mental Health Law	5 cr.

Trauma and Crisis Counseling

With this specialization, students acquire knowledge and techniques in crisis intervention as it relates to families and individuals who are experiencing mental health crises and addictions of varying kinds. Courses in crisis intervention and vicarious trauma explore the most current theories and models for working with adults, children, and adolescents. The specialization prepares students to provide counseling and interventions with individuals, families, suicidal clients, and victims of abuse.

Completion Requirements

- 100 total quarter credit hours
 - Foundation course (1 cr.)
 - Core courses (80 cr.)
 - Specialization courses (10 cr.)
- Field experience (9 cr.: Practicum, 100 hours; Internship, 600 hours)
- Professional development plan, program of study, licensure plan
- 12 days of residency (two 6-day residencies)

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	COUN 6101A - Foundations for Graduate Study in Counseling	1 cr.
	COUN 6722A - Counseling and Psychotherapy Theories	5 cr.
2	COUN 6306A - Ethics and Legal Issues in Counseling	5 cr.
	COUN 6103A - Introduction to Addiction	5 cr.
3	COUN 6316A - Techniques in Counseling	5 cr.
	COUN 6215A - Lifespan Development	5 cr.
4	COUN 6728A - Substance Abuse Counseling	5 cr.
	COUN 6723A - Multicultural Counseling	5 cr.
	Residency 1 (attend during or immediately after quarter 4)	
5	COUN 6720A - Diagnosis and Assessment	5 cr.
	COUN 6202A - Theories, Treatment, and Case Management of Addiction	5 cr.
6	COUN 6203A - Psychopharmacology and Biopsychosocial Considerations	5 cr.
	COUN 6250A - Group Process and Dynamics	5 cr.
7	COUN 6326A - Research and Program Evaluation	5 cr.
	COUN 6753A - Career Counseling	5 cr.
	Residency 2	
8	COUN 6336A - Crisis, Trauma, and Disaster Response	5 cr.
	COUN 6204A - Assessment in Counseling and Addiction	5 cr.

9	COUN 6785A - Prevention, Intervention, and Consultation	5 cr.
	COUN 6671 - Counseling Practicum	3 cr.
10	COUN 6682A - Internship I	3 cr.
	COUN 6333A - Vicarious Trauma and Compassion Fatigue	5 cr.
11	COUN 6682B - Internship II	3 cr.
	COUN 6145A - Crisis Management	5 cr.

M.S. in Career Counseling

The M.S. in Career Counseling is designed to prepare students to serve effectively in their roles as career development counselors, specialists, and consultants in a variety of settings including, community agencies, schools, colleges, universities, private practice, business, and government. Students gain the opportunity to use their specialized counseling training to foster the development of individuals and groups around issues of career decision making, career transitions, and career development.

This program responds to an economic climate that calls for professionals who can support and assist clients around issues of initial career decisions and marketability and viability in the workplace. Students will be able to use their knowledge of human growth and development, career development, counseling theories, and research as well as their clinical training to provide ethical and contextually-relevant career services to diverse populations reflective of individuals' personal and social values.

Note: The M.S. in Career Counseling is not a licensure program and does not prepare an individual to become a licensed counseling professional.

Professional Accreditation

The M.S. in Career Counseling is not accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). However, the program was developed to be in line with national standards for career counseling education. Since Walden's M.S. in Career Counseling is a new program, the university is not yet able to apply for CACREP accreditation. Students will be notified if the program becomes accredited in the future.

Learning Outcomes

At the end of the program, students will be able to:

1. Apply sound ethical, legal, and business practices in the work of a career counselor.
2. Implement counseling/prevention/intervention services related to career counseling.
3. Promote diversity and advocacy as related to career counseling.
4. Employ various assessment techniques to appropriately meet the career-related needs of diverse clientele.
5. Use evidence-based research literature to inform practice in meeting the career-related needs of diverse clientele.
6. Demonstrate the promotion, management, and implementation of career-related services.

7. Disseminate information resources related to career counseling.

Students will also be able to:

1. Develop a professional orientation and identity as a counselor.
2. Effectively address the social and cultural diversity issues that impact the counseling process.
3. Synthesize theories of human growth and development to develop culturally responsive counseling practices.
4. Apply theories and models of career development to related life factors, which affect an individual's lifestyle and mental health.
5. Utilize major counseling theories to develop an empirically based, personal theoretical orientation that integrates theory and best practices.
6. Apply theoretical and experiential principles of group work to develop targeted interventions within group contexts.
7. Evaluate and interpret individual and group assessment in a multicultural society.
8. Utilize research methods commonly used in the counseling profession.
9. Demonstrate skills in applying principles of advocacy toward promoting cultural understanding and positive social change in individuals, communities, and society
10. Achieve personal growth and sustainability in the profession.

Degree Requirements

75 total credits

- Foundation course (1 cr.)
- Core courses (65 cr.)
- Field experience (3 cr. practicum, 6 cr. internship)
- 12 days of residency (two 6-day residencies)

Core Curriculum

Foundation Course (1 cr.)

- COUN 6101 - Foundations for Graduate Study in Counseling♦

Core Courses (65 cr.)

- COUN 6102 - Introduction to Career Counseling♦
- COUN 6306 - Ethics and Legal Issues in Counseling♦
- COUN 6722 - Counseling and Psychotherapy Theories♦
- COUN 6316 - Techniques in Counseling♦
- COUN 6345 - Career, Consultation, and Assessment♦
- COUN 6360 - Assessment in Counseling and Education♦
- COUN 6723 - Multicultural Counseling♦

- COUN 6215 - Lifespan Development♦
- COUN 6753 - Career Counseling♦
- COUN 6336 - Crisis, Trauma, and Disaster Response♦
- COUN 6250 - Group Process and Dynamics♦
- COUN 6355 - Academic and Career Counseling♦
- COUN 6326 - Research and Program Evaluation♦

Field Experience (9 cr.)

- COUN 6671 - Counseling Practicum
- COUN 6682a - Internship I
- COUN 6682b - Internship II

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	COUN 6101 - Foundations of Graduate Study in Counseling	1 cr.
	COUN 6102 - Introduction to Career Counseling	5 cr.
2	COUN 6306 - Ethic and Legal Issues in Counseling	5 cr.
	COUN 6722 - Counseling and Psychotherapy Theories	5 cr.
3	COUN 6316 - Techniques in Counseling	5 cr.
	COUN 6345 - Career Consultation and Assessment	5 cr.
4	COUN 6360 - Assessment in Counseling and Education	5 cr.
	COUN 6723 - Multicultural Counseling	5 cr.
5	COUN 6215 - Lifespan Development	5 cr.
	COUN 6753 - Career Counseling	5 cr.
6	COUN 6336 - Crisis, Trauma, and Disaster Response	5 cr.
	COUN 6250 - Group Process and Dynamics	5 cr.
7	COUN 6355 - Academic and Career Counseling	5 cr.
	COUN 6326 - Research and Program Evaluation	5 cr.
8	COUN 6671 - Counseling Practicum	3 cr.
	COUN 6682a - Internship I	3 cr.
9	COUN 6682b - Internship II	3 cr.
	Resi 6631 - Career Counseling Residency I	
	Resi 6632 - Career Counseling Residency II	

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the M.S. in Career Counseling relating to the types of occupations this program

may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

M.S. in Human Services

Human services professionals make a positive difference every day. A commitment to improving the quality of life for others benefits the entire community. Walden's M.S. in Human Services program helps students make an even greater impact by preparing them with the skills they need to become effective leaders in fostering social change. Students in this online master's degree program focus on expanding their understanding of the delivery, accessibility, accountability, and coordination of agency services.

By earning their M.S. in Human Services degree at Walden, students broaden their knowledge as human services professionals and advance their understanding of human services theory, research, and practice. Students learn strategies to address the ethical and social justice issues that are impacting the effective delivery of human services throughout the world today.

As graduates of the M.S. in Human Services program, students can work in a variety of roles providing direct services to individuals, families, or communities or providing leadership to agencies and programs.

When students choose Walden's M.S. in Human Services, they can benefit from the flexibility of online learning and from MobileLearnSM. Offered exclusively at Walden, MobileLearn not only enables students to choose where and when they learn, but it also gives them the ability to choose how they learn.

Learning Outcomes

Graduates in the M.S. in Human Services program will be prepared to:

1. Articulate the role that human services leaders play in promoting social change and advocacy for individuals, families, and communities in need.
2. Interpret and apply human services research to inform the practice of human services delivery systems.
3. Synthesize findings from research to develop culturally and contextually relevant interventions and direct services.
4. Use knowledge of formal and informal networks in the development and evaluation of human services delivery systems.
5. Apply legal and ethical standards in the administration and delivery of human services systems.
6. Discuss how personal values and attitudes affect leadership, planning, and advocacy activities.

Specializations

- General Program
- Criminal Justice

- Disaster, Crisis, and Intervention
- Family Studies and Interventions
- Human Services Administration
- Public Health
- Social Policy Analysis and Planning

Degree Requirements

- 46 total credits
 - Foundation course (1 cr.)
 - Core courses (30 cr.)
 - Specialization courses (15 cr.)
 - Elective courses (10 cr.)
 - Capstone (5 cr.)

Core Curriculum

Foundation Course (1 cr.)

- HUMN 6000 - Foundation of Graduate Study in Human Services

Core Courses (30 cr.)

- HUMN 6150 - History and Development of Human Services
- HUMN 6151 - Human Services Theory, Research, and Practice
- HUMN 6701 - Culture and Psychology
- HUMN 6405 - Ethics and Social Justice
- HUMN 6152 - Human Services Administration
- HUMN 6326 - Research and Program Evaluation

Elective Courses (10 cr.)

Choose two elective courses (5 cr. each) from any M.S. in Human Services specialization.

Capstone Course (5 cr.)

- HUMN 6660 - Social Change, Leadership, and Advocacy for Human Services Professionals

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Human Services](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Criminal Justice

This specialization is designed for professionals involved in all aspects of public safety, including law enforcement and rehabilitation. Students examine the factors that contribute to criminal behavior, such as urban decay, substance abuse, and poverty. They explore the use of

traditional forms of intervention, such as individual and group psychotherapy, as well as recent developments in intervention, including restorative justice as it relates to both criminals and the victims of crimes. Through this coursework, students gain a greater insight into the problems facing the criminal justice system and how they can begin to address these challenges.

Requirements

15 total quarter credit hours

Specialization Courses (15 cr.)

- HUMN 6350 - Historical and Contemporary Issues in Criminal Justice
- HUMN 6511 - Treatment of Forensic Populations
- HUMN 6530 - Forensic Applications in Community Settings

Disaster, Crisis, and Intervention

Whether it's an act of nature or an act of terror, effective crisis management leaders are needed to curtail the effects of the disaster and implement relief efforts. The focus of this specialization is on theories and strategies to meet the needs of individuals, families, and communities in crisis. Students can explore common reactions that communities share following a disaster and the psychological and behavioral disorders individuals can develop as a result. Coursework will allow students to gain an understanding of how different counseling practices are used to help individuals overcome the disorders. Students will examine how to analyze a crisis at both a local and regional level and apply their knowledge to design a crisis plan to prepare for future emergencies.

Requirements

15 total quarter credit hours

Specialization Courses (15 cr.)

- HUMN 6336 - Crisis, Trauma, and Disaster Response
- HUMN 6145 - Crisis Management
- HUMN 6741 - Psychology of Terrorism

Family Studies and Interventions

In diverse populations, human services professionals must be in tune with the special needs of underrepresented or marginalized groups such as low-income, single-parent, gay and lesbian families, bisexual, and transgender. In this M.S. in Human Services specialization, students can explore a broad spectrum of theoretical and clinical approaches to intervention. At the completion of your studies, they will be able to recognize special treatment considerations and develop multimodal therapeutic approaches.

Requirements

15 total quarter credit hours

Specialization Courses (15 cr.)

- HUMN 6361 - Human Sexuality

- HUMN 6811 - Community Psychology
- HUMN 6356 - Marriage, Couple, and Family Therapy

Human Services Administration

What does it take to assume a leadership role in the human services field? The focus of this specialization is on topics such as public management and leadership, program development and implementation, and staff development and training—the core competencies students will need to effectively lead a human services agency or organization. Study the theoretical foundations of organizational behavior and gain an understanding of how they can be incorporated in management and planning. After completing the program, students will understand how to evaluate the efforts of human services organizations to improve their effectiveness within the community.

Specialization Courses (15 cr.)

- HUMN 6392 - The Language of Leadership
- HUMN 6111 - Leadership and Organizational Change
- HUMN 6390 - Strategic Context of Public Management and Leadership

Public Health

As the population grows, the prevention of widespread disease and disability becomes paramount. In this specialization, students will analyze the major public health issues impacting communities today and discover how prevention of these issues can effect positive social change. Explore the social, environmental, and economic factors that impact public health, and gain strategies for organizing and overseeing population-based disease prevention and health promotion programs.

Requirements

15 total quarter credit hours

Specialization Courses (15 cr.)

- HUMN 6050 - Population Health and Issues in Disease Prevention
- HUMN 6400 - Public Health Leadership and Systems Thinking
- HUMN 6130 - Communications, Marketing, and Public Relations for Public Health Leaders

Social Policy Analysis and Planning

Creating sustainable social change means knowing how to work effectively with legislators, lobbyists, and other stakeholders in a challenging public and political arena. In the Social Policy and Analysis and Planning specialization, students have the opportunity to learn the strategies used to shape and implement public policy today. From healthcare to hate crimes to the environment, students can learn how they can impact the legislation that governs society.

Requirements

15 total quarter credit hours

Specialization Courses (15 cr.)

- HUMN 6451 - Public Policy Analysis
- HUMN 6465 - Strategic Planning: Collaboration, Cooperation, and Coordination
- HUMN 6810 - Fundamentals of Law and Public Policy

M.S. in Marriage, Couple, and Family Counseling

The M.S. in Marriage, Couple, and Family Counseling program at Walden University is designed to provide students with all the educational competencies and skill development as entry-level professional counselors who specialize in preventing and remediating conflicts or crises in and fostering the development of individuals, marriages, couples, and families and to provide students with the advantage of quality distance education and training. With an emphasis on systems theory and evidence-based practice, the program trains individuals to work in a culturally and contextually appropriate way in a variety of settings, including community agencies, county and state agencies, hospitals, and private practice, and to provide consultation to businesses and agencies.

Learning Outcomes

At the end of the program, students will be able to:

1. Engage in ethical and legal practices as a marriage, couple, and family (MCF) counselor.
2. Work successfully with couples and families from multicultural and diverse backgrounds.
3. Promote diversity and advocacy as related to the work of a marriage, couple, and family (MCF) counselor.
4. Employ various assessment techniques to appropriately intervene in meeting the needs of diverse clientele.
5. Evaluate evidence-based research to inform practice in meeting the needs of couples and families from multicultural and diverse backgrounds.
6. Apply preventive, developmental, and wellness strategies to strengthen couples and family systems.

Students will also be able to:

1. Develop a professional orientation and identity as a counselor.
2. Effectively address the social and cultural diversity issues that impact the counseling process.
3. Synthesize theories of human growth and development to develop culturally responsive counseling practices.
4. Apply theories and models of career development to related life factors, which affect an individual's lifestyle and mental health.
5. Utilize major counseling theories to develop an empirically based, personal theoretical orientation that integrates theory and best practices.
6. Apply theoretical and experiential principles of group work to develop targeted interventions within group contexts.

7. Evaluate and interpret individual and group assessment in a multicultural society.
8. Utilize research methods commonly used in the counseling profession.
9. Demonstrate skills in applying principles of advocacy toward promoting cultural understanding and positive social change in individuals, communities, and society.
10. Achieve personal growth and sustainability in the profession.

Specializations (Optional)

- Forensic Counseling
- Trauma and Crisis Counseling

Degree Requirements

- 90 total credits
- Core courses (81 cr.)
- Field experience: 100-hour practicum (3 cr.); 600-hour internship (6 cr.)
- 12 days of academic residency (two 6-day residencies)
- Optional specialization

Curriculum

The M.S. in Marriage, Couple, and Family Counseling consists of core coursework, a practicum, an internship, and two 6-day residencies. Core courses must be taken in the order presented. Additional courses may be taken at the end of the program of study to provide breadth and depth of learning.

Core Courses (81 cr.)

- COUN 6101A - Foundations for Graduate Study in Counseling♦
- COUN 6201 - Introduction to Marriage, Couple, and Family Counseling
- COUN 6306 - Ethics and Legal Issues in Counseling♦
- COUN 6722 - Counseling and Psychotherapy Theories♦
- COUN 6316 - Techniques in Counseling♦
- COUN 6215 - Lifespan Development♦
- COUN 6326 - Research and Program Evaluation♦
- COUN 6723 - Multicultural Counseling♦
- COUN 6728 - Substance Abuse Counseling♦
- COUN 6336 - Crisis, Trauma, and Disaster Response♦
- COUN 6346 - Child and Adolescent Counseling♦
- COUN 6356 - Theories and Techniques in Marriage, Couple, and Family Counseling♦
- COUN 6753 - Career Counseling♦
- COUN 6250 - Group Process and Dynamics♦
- COUN 6360 - Assessment in Counseling and Education♦
- COUN 6361 - Human Sexuality♦

- COUN 6785 - Prevention, Intervention, and Consultation♦

Field Experience (9 cr.)

- COUN 6671 - Counseling Practicum
- COUN 6682a - Internship I
- COUN 6682b - Internship II

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	COUN 6101 - Foundations for Graduate Study in Counseling	1 cr.
	COUN 6201 - Introduction to Marriage, Couple, and Family Counseling	5 cr.
2	COUN 6306 - Ethics and Legal Issues in Counseling	5 cr.
	COUN 6722 - Counseling and Psychotherapy Theories	5 cr.
3	COUN 6316 - Techniques of Counseling	5 cr.
	COUN 6723 - Multicultural Counseling	5 cr.
4	COUN 6360 - Assessment in Counseling and Education	5 cr.
	COUN 6215 - Lifespan Development	5 cr.
5	COUN 6753 - Career Counseling	5 cr.
	COUN 6326 - Research and Program Evaluation	5 cr.
6	COUN 6346 - Child and Adolescent Counseling	5 cr.
	COUN 6250 - Group Process and Dynamics	5 cr.
7	COUN 6785 - Prevention, Intervention, and Consultation	5 cr.
	COUN 6336 - Crisis, Trauma and Disaster Response	5 cr.
8	COUN 6361 - Human Sexuality	5 cr.
	COUN 6728 - Substance Abuse Counseling	5 cr.
9	COUN 6356 - Theories and Techniques in Marriage, Couple, and Family Counseling	5 cr.
	COUN 6671 - Counseling Practicum	3 cr.
10	COUN 6682A - Counseling Internship	3 cr.
11	COUN 6682B - Counseling Internship	3 cr.
TOTAL		90 cr.

Note on Licensure

Walden University’s M.S. in Marriage, Couple, and Family Counseling is not accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) or the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE), specialized accrediting bodies recognized by the Council for Higher Education Accreditation

(CHEA), which is a requirement for licensure in some states. The M.S. in Marriage, Couple, and Family Counseling program is designed to prepare graduates to qualify to sit for licensing exams and to meet the academic licensure requirements of many state counseling boards.

Because no graduate program can guarantee licensure upon graduation, we encourage students to consult the appropriate agency to determine specific requirements. Walden enrollment advisors can provide guidance on licensure issues; however, it remains the individual's responsibility to understand and comply with all state licensure requirements. Walden makes no representations or guarantee that completion of Walden coursework or programs will permit an individual to obtain state licensure or endorsement. For more information about licensure, students should visit the National Board for Certified Counselors at <http://www.nbcc.org/stateboardmap> and contact the appropriate licensing body. International students are encouraged to identify and contact their appropriate licensing body.

Professional Accreditation

The M.S. in Marriage, Couple, and Family Counseling is not accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). However, the program was developed to be in line with CACREP national standards for preparing professional counselors with expertise in working with couples and families. Since Walden's M.S. in Marriage, Couple, and Family Counseling is a new program, the university is in the process of applying for CACREP accreditation. Students will be notified at such time if the program becomes accredited in the future.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Marriage, Couple, and Family Counseling](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Forensic Counseling Specialization in Marriage, Couple, and Family Counseling

The expert advice and skills of forensic counselors are in constant demand within the legal system. Through this specialization, students can build their knowledge of mental health law and enhance their competencies in conflict management and negotiation. Students will also learn how those skills can be applied to resolve marriage and family conflicts in the criminal justice system, from parental mediation services and divorce adjustment counseling for families to court-ordered parenting skills training and anger management sessions.

Specialization Curriculum (10 cr.)

For the specialization, you first complete the M.S. in Marriage, Couple, and Family Counseling degree requirements.

- 10 total quarter credit hours
- Specialization courses (10 cr.)
- COUN 6511 - Treatment of Forensic Populations♦
- COUN 6912 - Mental Health Law♦

Trauma and Crisis Counseling Specialization

If traumas or crises are not resolved in healthy ways, the experiences can lead to lasting psychological, social, and medical problems for couples, families, and children. Through this specialization, students will gain the knowledge, skills, and practices specific to crisis counseling, including theories of crisis intervention and models for working with children and adolescents. Students will also learn to help couples and families address health-related, school, and mental health crises, including intervention with suicidal clients and victims of abuse.

Completion Requirements

- 100 total quarter credits
 - Foundation course (1 cr.)
 - Core courses (80 cr.)
 - Specialization courses (10 cr.)
 - Field experience (9 cr.: Practicum, 100 hours; Internship, 600 hours)
- Professional Development Plan, program of study, Licensure Plan
- 12 days of residency (two 6-day residencies)

Time to completion may vary by student, depending on individual progress and credits transferred, if applicable.

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	COUN 6101 - Foundations of Graduate Study in Counseling	1 cr.
	COUN 6201 - Introduction to Marriage, Couple, and Family Counseling	5 cr.
2	COUN 6306 - Ethics and Legal Issues in Counseling	5 cr.
	COUN 6722 - Counseling and Psychotherapy Theories	5 cr.
3	COUN 6316 - Techniques in Counseling	5 cr.
	COUN 6360 - Assessment in Counseling and Education	5 cr.
4	COUN 6723 - Multicultural Counseling	5 cr.
	COUN 6336 - Crisis, Trauma, and Disaster Response	5 cr.
5	COUN 6215 - Lifespan Development	5 cr.
	COUN 6346 - Child and Adolescent Counseling	5 cr.
6	COUN 6753 - Career Counseling	5 cr.
	COUN 6356 - Theories and Techniques in Marriage, Couple, and Family Counseling	5 cr.
7	COUN 6250 - Group Process and Dynamics	5 cr.
	COUN 6785 - Prevention, Intervention, and Consultation	5 cr.
8	COUN 6728 - Substance Abuse Counseling	5 cr.
	COUN 6326 - Research and Program Evaluation	5 cr.

9	COUN 6671 - Counseling Practicum	5 cr.
	COUN 6361 - Human Sexuality	5 cr.
10	COUN 6682A - Internship I	3 cr.
	COUN 6333 - Vicarious Trauma and Compassion Fatigue	5 cr.
11	COUN 6682B - Internship II	3 cr.
	COUN 6145 - Crisis Management	5 cr.

M.S. in Mental Health Counseling

The Master of Science in Mental Health Counseling program prepares students to identify and address the need for culturally and contextually relevant counseling and social change for individuals, communities, and society.

Accreditation

Walden’s M.S. in Mental Health Counseling program is accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). CACREP accreditation attests to the quality and relevancy of Walden's program—a program that helps provide students with the skills and credibility to maximize their impact on the profession. In addition, earning a degree that is CACREP-accredited helps to streamline the licensing application process and provides students with an advantage when applying to doctoral programs.

Learning Outcomes

Through the use of technology, experiential practice, collaboration, M.S. in Mental Health Counseling students will be able to:

1. Apply sound ethical, legal, and business practices in the work of a mental health counselor.
2. Implement counseling/prevention/intervention services related to mental health counseling.
3. Promote diversity and advocacy as related to mental health counseling.
4. Employ various assessment techniques to appropriately intervene in meeting the needs of diverse clients.
5. Use evidence-based research literature to inform practice in meeting the needs of diverse clientele.
6. Use diagnostic tools to diagnose disorders in diverse clientele.

Students will also be able to:

1. Develop a professional orientation and identity as a counselor.
2. Effectively address the social and cultural diversity issues that impact the counseling process.

3. Synthesize theories of human growth and development to develop culturally responsive counseling practices.
4. Apply theories and models of career development to related life factors, which affect an individual's lifestyle and mental health.
5. Utilize major counseling theories to develop an empirically based, personal theoretical orientation that integrates theory and best practices.
6. Apply theoretical and experiential principles of group work to develop targeted interventions within group contexts.
7. Evaluate and interpret individual and group assessment in a multicultural society.
8. Utilize research methods commonly used in the counseling profession.
9. Demonstrate skills in applying principles of advocacy toward promoting cultural understanding and positive social change in individuals, communities, and society.
10. Achieve personal growth and sustainability in the profession.

Specialization (Optional)

- Forensic Counseling
- Trauma and Crisis

Degree Requirements

- 90 total quarter credit hours, depending on the final project option
- Core coursework (81 cr.)
- Field experience: 100-hour practicum (3 cr.); 600-hour internship (6 cr.)
- 12 days of academic residency (two 6-day residencies)

Curriculum

The M.S. in Mental Health Counseling consists of core coursework, a practicum, an internship, two 6-day residencies, and the completion of a capstone or thesis. Core courses must be taken in the order presented. Additional courses may be taken at the end of the program of study to provide breadth and depth of learning.

Core Courses (81 cr.)

- COUN 6101A - Foundations for Graduate Study in Counseling♦
- COUN 6100 - Introduction to Mental Health Counseling♦
- COUN 6306 - Ethics and Legal Issues in Counseling♦
- COUN 6722 - Counseling and Psychotherapy Theories♦
- COUN 6316 - Techniques in Counseling♦
- COUN 6723 - Multicultural Counseling♦
- COUN 6360 - Assessment in Counseling and Education♦
- COUN 6215 - Lifespan Development♦
- COUN 6720 - Diagnosis and Assessment♦

- COUN 6753 - Career Counseling♦
- COUN 6326 - Research and Program Evaluation♦
- COUN 6726 - Couples and Family Counseling♦
- COUN 6250 - Group Process and Dynamics♦
- COUN 6785 - Prevention, Intervention, and Consultation♦
- COUN 6728 - Substance Abuse Counseling♦
- COUN 6743 - Psychopharmacology♦
- COUN 6336 - Crisis, Trauma, and Disaster Response♦

Field Experience (9 cr.)

- COUN 6671 - Counseling Practicum
- COUN 6682a - Internship I
- COUN 6682b - Internship II

Note on Licensure

Walden University's M.S. in Mental Health Counseling is accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP), a specialized accrediting body recognized by the Council for Higher Education Accreditation (CHEA), which is a requirement for licensure in many states. The M.S. in Mental Health Counseling program is designed to prepare graduates to qualify to sit for licensing exams and to meet the academic licensure requirements of many state counseling boards. Because no graduate program can guarantee licensure upon graduation, we encourage students to consult the appropriate agency to determine specific requirements. For more information about licensure, students should visit the National Board for Certified Counselors at www.nbcc.org/stateboardmap, the American Association of State Counseling Boards at www.aascb.org, and contact the appropriate licensing body. International students are encouraged to identify and contact their appropriate licensing body.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Mental Health Counseling](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Forensic Counseling Specialization in Mental Health Counseling

This specialization prepares graduates to apply their skills in and knowledge of counseling to various forensic populations in need of mental health services. Examples of the various forensic settings would be family courts, drug courts, prisons, juvenile courts, group homes, and agencies offering dispute resolution services. This specialization would be most applicable to the student interested in the delivery of traditional mental health services to populations served by the legal system.

For the specialization, you first complete the M.S. in Mental Health Counseling degree requirements.

Requirements

- 10 total quarter credit hours
- Specialization courses (10 cr.)

Specialization Curriculum (10 cr.)

- COUN 6511 - Treatment of Forensic Populations♦

Choose one:

- COUN 6912 - Mental Health Law♦
- COUN 6512 - Juvenile Justice, Delinquency, and Development♦
- COUN 6742 - Conflict, Conflict Resolution, and Peace♦

Trauma and Crisis Specialization

If traumas or crises are not resolved in healthy ways, the experiences can lead to lasting psychological, social, and medical problems for couples, families, and children. Through this specialization, students learn the skills and practices specific to crisis counseling, including theories of crisis intervention and models for working with children and adolescents. Students develop the skills needed to help couples and families address health-related, school, and mental health crises, including interventions with suicidal clients and victims of abuse.

Requirements

10 total quarter credit hours

- Specialization courses (10 cr.)

Specialization Curriculum

- COUN 6333 - Vicarious Trauma and Compassion Fatigue♦
- COUN 6145 - Crisis Management♦

Doctoral Degree Programs

Ph.D. in Counselor Education and Supervision

The doctoral program in Counselor Education and Supervision is designed to evaluate the theory and practice of counseling through quantitative and qualitative research and to prepare educators and leaders in the profession of counseling.

Through the use of technology, experiential practice, collaboration, and a culturally and contextually relevant curriculum designed to meet the nationally recommended counseling standards, Counselor Education and Supervision students will be able to:

1. Demonstrate knowledge, skills, and effective practice of clinical supervision.
2. Demonstrate knowledge, skills, and effective practice related to leadership, advocacy, and social change.
3. Demonstrate knowledge and skills related to legal, ethical, and multicultural issues.
4. Demonstrate knowledge, skills, and effective practice related to research and scholarship.

5. Demonstrate advanced knowledge, skills, and effective practice related to professional counseling.
6. Demonstrate knowledge, skills, and effective practice related to effective teaching in counselor education.

Specializations

- General
- Consultation
- Counseling and Social Change
- Forensic Mental Health
- Nonprofit Management and Leadership
- Trauma and Crisis

Degree Requirements

- 93–98 total quarter credits, depending on the specialization
- Foundation course (1 cr.)
- Core courses (45 cr.)
- Foundation Research Sequence (12 cr.)
- Advanced Research course (4 cr.)
- Elective and/or specialization courses (10–15 cr., depending on the specialization)
- Field experience courses (9 cr.)
- Proposal, dissertation, and oral presentation (12 cr.)
- Professional Development Plan and program of study (included in COUN 8001)
- Minimum enrollment of 11 quarters, depending on the transfer of credit
- 20 days of residency

Prerequisites

Students who are not licensed professional counselors or who have not graduated from a CACREP-accredited master's program are required to fulfill prerequisite requirements.

Prerequisites for Counselor Education and Supervision

Students accepted into Walden University's Ph.D. in Counselor Education and Supervision program who have not graduated from a CACREP-accredited or CACREP-equivalent master's program are required to demonstrate curricular experiences equivalent of CACREP entry-level standards and curricular requirements of a specific program area.

To fulfill these requirements, students will complete the following courses prior to beginning doctoral-level counselor education coursework:

Prerequisites

- COUN 8215 - Lifespan Development♦
- COUN 8723 - Multicultural Counseling♦

- COUN 8316 - Techniques of Counseling♦
- COUN 8722 - Counseling and Psychotherapy Theories♦
- COUN 8250 - Group Process and Dynamics♦
- COUN 8753 - Vocational Psychology and Counseling♦
- COUN 8360 - Assessment in Counseling and Education♦
- COUN 8326 - Research and Program Evaluation♦
- COUN 8320 - Counseling Practicum
- COUN 8682 - Counseling Internship

Choose one of the following two courses to complete the core requirement:

- COUN 8726 - Couples and Family Counseling♦
- COUN 8728 - Substance Abuse Counseling♦

Statement on Licensure

The Ph.D. in Counselor Education and Supervision is not a licensure program and does not prepare an individual to become a licensed counseling professional.

Professional Accreditation

The Ph.D. in Counselor Education and Supervision is not accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). However, the program was developed to be in line with national standards for counselor education. Since Walden's Ph.D. in Counselor Education and Supervision is a new program, the university is not yet able to apply for CACREP accreditation. Students will be notified at such time if the program becomes accredited in the future.

Curriculum

Foundation Course (1 cr.)

- COUN 8001 - Foundations of Graduate Study in Counselor Education and Supervision

Core Courses (45 cr.)

- COUN 8110 - Professional Orientation, Ethics, and Identity
- COUN 8115 - Advanced Counseling Theories♦
- COUN 8120 - Professional Consultation, Program Evaluation, and Leadership♦
- COUN 8125 - Teaching in Counselor Education♦
- COUN 8660 - Social Change, Leadership, and Advocacy for Counseling Professionals♦
- COUN 8135 - Clinical Supervision
- COUN 8140 - Professional Counselor as Scholar-Practitioner♦
- COUN 8146 - Crisis Management
- COUN 8551 - Preparing a Dissertation

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100C must be completed during the second term and is linked to Residency 2 of the academic residencies. RSCH 8200C and RSCH 8300C must be completed prior to registering for the dissertation.

- RSCH 8101 - Research Theory, Design, and Methods
- RSCH 8201 - Quantitative Reasoning and Analysis
- RSCH 8301 - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

All Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses; individual programs may have other advanced options. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8251 - Advanced Quantitative Reasoning and Analysis
- RSCH 8351 - Advanced Qualitative Reasoning and Analysis
- RSCH 8451 - Advanced Mixed-Methods Reasoning and Analysis

Field Experience Courses (9 cr.)

- COUN 8890 - Doctoral Practicum
- COUN 8995 - Doctoral Internship A
- COUN 8996 - Doctoral Internship B

Dissertation (12 cr.)

- COUN 8560 - Dissertation♦

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Ph.D. in Counselor Education and Supervision](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

General Specialization in Counselor Education and Supervision

This specialization prepares graduates for various roles related to counseling, research, teaching, leadership, and supervision. Graduates will be able to effectively evaluate theory and practice of counseling through quantitative and qualitative research and use it effectively as counselor educators and scholar-practitioners. This specialization gives students the opportunity to complete two electives, allowing them diversity of knowledge.

Specialization Courses (10 cr.)

Students choose two electives from any COUN-prefix course at Walden.

Consultation Specialization

This specialization prepares graduates for various roles related to consultation. Graduates will be able to effectively apply consultation skills designed to improve individual, group, and organizational performance. The specialization is most applicable to graduates interested in providing consultation in schools, mental health agencies, universities, and business and industry.

Specialization Courses (10 cr.)

- COUN 8671 - Consulting for Organizational Change♦
- COUN 8672 - Psychological Consultation

Counseling and Social Change Specialization

This specialization prepares graduates for their roles as advocates and change agents. Graduates will be able to apply ethical practice and leadership for community, national, and international issues that affect the counseling profession, and to use prevention, intervention, and consultation models to respond to community needs for social change. The specialization would be most applicable to those interested in action-oriented advocacy for the counseling profession and communities.

Specialization Courses (10 cr.)

- COUN 8661 - Prevention, Intervention, and Consultation♦
- COUN 8662 - Psychology and Social Change♦

Forensic Mental Health Counseling Specialization

This specialization prepares graduates to apply their skills in and knowledge of counseling to various forensic populations in need of mental health services. Examples of the various forensic settings would be family courts, drug courts, prisons, juvenile courts, group homes, and agencies offering dispute resolution services. This specialization would be most applicable to students interested in the delivery of traditional mental health services to populations served by the legal system or in the clinical supervision of trainees who work with this population.

Specialization Courses (15 cr.)

- COUN 8116 - Understanding Forensic Psychology
- OR
- COUN 8126 - Assessment in Forensic Psychology
- COUN 8631 - Treatment of Forensic Populations♦
- COUN 8632 - Mental Health Law♦

Nonprofit Management and Leadership Specialization in Counselor Education and Supervision

This specialization prepares graduates to successfully interface with nonprofit organizations. Graduates will gain an understanding of the history and types of nonprofit organizations; fiscal management of nonprofit organizations; and volunteer and board management for nonprofit organizations. This specialization would be most applicable to graduates who intend to provide

direct service to these organizations as program leaders, counselors, supervisors, consultants, volunteers, or board members.

Specialization Courses (15 cr.)

- COUN 8650 - Introduction to the Nonprofit Sector♦
- COUN 8651 - Finance and Budgeting in the Nonprofit Sector♦
- COUN 8652 - Board Governance and Volunteer Management♦

Trauma and Crisis Specialization

Apply theory and best practices related to trauma and crisis management, working with individuals and groups recovering from the effects of trauma and crisis, such as natural disasters, violence, terrorism, or war. Student will broaden their understanding of the models, leadership roles, and effective strategies to respond to crises as counseling leaders or managers. They also learn the appropriate ethical and legal responses to individual, community, national, and international crises.

Completion Requirements

For students who are licensed professional counselors with a master's degree in counseling or who have graduated from a CACREP-accredited master's program:*

- 93 total quarter credit hours
 - Core courses (46 cr.)
 - Foundation Research Sequence (12 cr.)
 - Advanced Research course (4 cr.)
 - Specialization Courses (10 cr.)
 - Practicum (3 cr.)
 - Internship (6 cr.)
 - Dissertation (12 cr.)
- Professional Development Plan and program of study (included in COUN 8001)
- Minimum 11 quarters enrollment
- 20 days of residency (one 4-day and two 8-day residencies)

*Learn more about completion requirements for students who are not licensed professional counselors with a master's degree in counseling or who have not graduated from a CACREP-accredited master's program.

Core Courses

- COUN 8001 - Foundations of Graduate Study in Counselor Education and Supervision
- COUN 8110 - Professional Orientation, Ethics, and Identity
- COUN 8115 - Advanced Counseling Theories♦
- COUN 8120 - Professional Consultation, Program Evaluation, and Leadership♦
- COUN 8125 - Teaching in Counselor Education♦
- COUN 8660 - Social Change, Leadership, and Advocacy for Counseling Professionals♦
- COUN 8135 - Clinical Supervision

- COUN 8140 - Professional Counselor as Scholar-Practitioner♦
- COUN 8145 - Crisis Management♦
- COUN 8550 - Writing a Quality Prospectus♦

Foundation Research Sequence

- RSCH 8100C - Research Theory, Design, and Methods
- RSCH 8200C - Quantitative Reasoning and Analysis
- RSCH 8300C - Qualitative Reasoning and Analysis

Advanced Research Course

Choose one of the following three to complete the Foundation Research Sequence requirement:

- RSCH 8250C - Advanced Quantitative Reasoning and Analysis
- RSCH 8350C - Advanced Qualitative Reasoning and Analysis
- RSCH 8450C - Advanced Mixed Methods Reasoning and Analysis

Specialization Courses

- COUN 8333 - Vicarious Trauma and Compassion Fatigue♦
- COUN 8336 - Crisis, Trauma, and Disaster Response

Practicum

- COUN 8890 - Doctoral Practicum

Internship

- COUN 8995 - Doctoral Internship A
- COUN 8996 - Doctoral Internship B

Dissertation

- COUN 8560 - Dissertation♦

Students should speak with an enrollment advisor by calling 1-866-492-5336 for assistance in determining which online degree specialization best fits their goals.

Ph.D. in Human Services (Course-Based)

Social service practitioners face an increasingly diverse clientele, as delivery systems and client populations become more multicultural and include a broader range of complex issues. The Ph.D. in Human Services program prepares students to excel within a diverse service-delivery system by equipping them with action-oriented research skills and context-sensitive knowledge for application within unique practice environments.

Learning Outcomes

At the end of the program, students will be able to:

1. Analyzes and evaluates theories, models, historical foundations, and conceptual frameworks related to the profession of human services through a process of scholarly inquiry.
2. Evaluates and applies ethical, social, multicultural, diversity, and political considerations to scholarly inquiry and professional practice.
3. Evaluates qualitative, quantitative, and/or mixed-methods research published in professional journals, textbooks, and other scholarly resources.
4. Applies principles of quantitative, qualitative, or mixed methods to research design.
5. Applies qualitative, quantitative, and/or mixed-methods research in the investigation of problems or phenomena in human services practice.
6. Evaluates and applies social change theories to human services practice and research.
7. Evaluates and applies lifespan human development theories in human services research and practice.

Specializations

- General Program
- Clinical Social Work
- Criminal Justice
- Disaster, Crisis, and Intervention
- Family Studies and Intervention
- Human Services Administration
- Public Health
- Social Policy Analysis and Planning

Degree Requirements

- 112 total quarter credits
- Foundation course (1 cr.)
- Professional Development Plan and program of study
- Core courses (60 cr.)
- Specialization courses (15 cr.)
- Foundation Research Sequence (12 cr.)
- Advanced Research Course (4 cr.)
- Elective courses (15 cr.)
- Proposal, dissertation, and oral presentation (20 cr.)
- 16 units of academic residency (four 4-day residencies)

Core Curriculum

Foundation Course (1 cr.)

- HUMN 8000 - Foundations of Graduate Study in Human Services

Core Courses (60 cr.)

- HUMN 8150 - History and Development of Human Services
- HUMN 8151 - Human Services Theory, Research, and Practice
- HUMN 8701 - Culture and Psychology
- HUMN 8405 - Ethics and Social Justice
- HUMN 8152 - Human Services Administration
- HUMN 8327 - Research and Program Evaluation
- HUMN 8660 - Social Change, Leadership, and Advocacy for Human Services Professionals
- HUMN 8240 - Human Motivation
- HUMN 8550 - Writing a Quality Prospectus
- HUMN 8750 - Leadership Development
- HUMN 8420 - Organizational Management and Leadership
- HUMN 8431 - Finance and Budgeting for the Public Sector

Foundation Research Sequence (12 cr.)

Courses comprising the Foundation Research Sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 8100U must be completed prior to Residency 2 of the academic residencies. RSCH 8200U and RSCH 8300U must be completed prior to beginning the dissertation or attending Residency 3.

- RSCH 8100U - Research Theory, Design, and Methods
- RSCH 8200U - Quantitative Reasoning and Analysis
- RSCH 8300U - Qualitative Reasoning and Analysis

Advanced Research Course (4 cr.)

All Ph.D. students are required to complete one advanced-level research course that mirrors the methodology of their intended dissertations. The university offers three advanced courses; individual programs may have other advanced options. Students should refer to their specific programs of study to determine program-specific requirements.

One of the following three courses is required:

- RSCH 8250U - Advanced Quantitative Reasoning and Analysis

OR

- RSCH 8350U - Advanced Qualitative Reasoning and Analysis

OR

- RSCH 8450U - Advanced Mixed-Methods Reasoning and Analysis

Elective Course (15 cr.)

Choose any three elective courses from any Ph.D. in Human Services specialization or the specialization courses (5 cr. each for a total of 15 cr.).

Dissertation (20 cr.)

- HUMN 9001 - Dissertation

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Ph.D. in Human Services](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

General Program in Human Services (Course-Based)

Students can create their own learning experience through the General Program. They will have the flexibility to design a program that may include courses on criminal justice, clinical studies, or child and family services. Students will explore the topics that interest them most and that closely match their personal and professional goals.

Specialization Curriculum (12-15 cr.)

For the General Program, students are required to complete any three courses from among the Ph.D. in Human Services degree program's specialization courses.

Clinical Social Work Specialization (Course-Based)

Students can advance their knowledge of social work theory, policy, and practice with a specialization in Clinical Social Work. They will study the leadership skills necessary to design and implement more effective policies that provide culturally and contextually relevant services to those in need. And they will gain valuable experience conducting research from both macro and micro perspectives in an effort to inform best practices in their fields. This specialization focuses on outreach and advocacy practices in addition to clinical applications.

Specialization Curriculum (15 cr.)

- HUMN 8110 - Advanced Social Work Theory and Practice
- HUMN 8700 - Psychology and Social Change
- HUMN 8785 - Prevention, Intervention, and Consultation

Criminal Justice Specialization in Human Services (Course-Based)

The specialization in Criminal Justice is designed for professionals involved in all aspects of public safety, including law enforcement and rehabilitation. Students will examine the factors that contribute to criminal behavior, such as urban decay, substance abuse, and poverty. They will explore the use of traditional forms of intervention, such as individual and group psychotherapy, as well as recent developments in intervention, including restorative justice as it relates to both criminals and the victims of crimes. And they will gain a greater insight into the problems facing the criminal justice system and how they can begin to address these challenges.

Specialization Curriculum (15 cr.)

- HUMN 8350 - Historical and Contemporary Issues in Criminal Justice
- HUMN 8511 - Treatment of Forensic Populations
- HUMN 8529 - Forensic Application in Community Settings

Disaster, Crisis, and Intervention Specialization (Course-Based)

In this specialization, students will examine the theory and strategies to respond to the initial basic needs of a community in an emergency situation and how to assist victims and their caregivers after the initial crisis has passed. Students can study the skills and practices specific to crisis counseling, including theories of crisis intervention and models for working with different populations. They will examine the actions and behaviors that follow a disaster; learn how to address stress, coping, and adjustment difficulties; and study psychological disorders such as post-traumatic stress disorder. And they will explore a crisis from a community and regional level, and gain experience designing a crisis plan to prepare for future emergencies. This specialization also addresses the psychology and impact of terrorism on communities.

Specialization Curriculum (15 cr.)

- HUMN 8338 - Crisis, Trauma, and Disaster Response
- HUMN 8145 - Crisis Management
- HUMN 8741 - Psychology of Terrorism

Family Studies and Intervention Strategies Specialization (Course-Based)

The Family Studies and Intervention Strategies specialization provides students with an understanding of the utilization of advanced clinical theory and research methodology within a unique, client-centered ecological context. Students are exposed to a broad spectrum of theoretical and clinical approaches to intervention, which emphasize the special needs of ethnic and racial minority, gay and lesbian, single-parent, and low-income families. Graduates are particularly skilled at developing multi-modal therapeutic approaches and recognizing special treatment considerations within a diverse client delivery system.

Specialization Curriculum (15 cr.)

- HUMN 8361 - Human Sexuality
- HUMN 8810 - Community Psychology
- HUMN 8356 - Theories and Techniques in Marriage, Couple, and Family Counseling

Human Services Administration Specialization (Course-Based)

The Human Services Administration specialization focuses on the study of the theoretical foundations of organizational behavior and the practice of management and planning. Topics for inquiry include leadership, program development and implementation, creating and sustaining interorganizational and community relations, and staff development and training. Graduates are prepared to assess the effectiveness of the internal and systemic efforts of community-based human services organizations and, as a result, provide managers and direct-line staff with more effective strategies for improving the well-being of the diverse individuals and groups they serve.

Specialization Curriculum (15 cr.)

- HUMN 8392 - The Language of Leadership
- HUMN 8111 - Leadership and Organizational Change
- HUMN 8390 - Strategic Context of Public Management and Leadership

Public Health Specialization (Course-Based)

In the Public Health specialization, students will address the critical public health issues impacting their communities today and will explore the role that health promotion plays in creating positive social change. Students will engage in an epidemiological approach to the study of disease and injury in populations, and how to apply this study to the control of public health problems. They will examine the social, behavioral, and cultural factors that impact public health and explore the chemical, physical, and biological hazards that can affect the health and safety of a community. And they will gain the key strategies needed for effectively organizing and conducting population-based disease prevention and health promotion programs.

Specialization Curriculum (15 cr.)

- HUMN 8050 - Population Health and Issues in Disease Prevention
- HUMN 8400 - Public Health Leadership and Systems Thinking
- HUMN 8129 - Communications, Marketing, and Public Relations for Public Health Leaders

Choose two:

- HUMN 8127 - Biostatistics
- HUMN 8146 - Epidemiology
- HUMN 8115 - Social, Behavioral, and Cultural Factors in Public Health
- HUMN 8010 - Promoting Population Health
- HUMN 8165 - Environmental Health

Social Policy Analysis and Planning Specialization (Course-Based)

In this specialization, students will impact and inform public policy and advance the greater good by identifying community needs and working with key stakeholders on issues affecting the health and welfare of the community. They will study how to analyze existing policy and the key economic and legal factors that influence decision making. And they will explore strategies behind successfully collaborating and coordinating with legislators, lobbyists, and others to create informed policy and sustainable change.

Specialization Curriculum (15 cr.)

- HUMN 8451 - Public Policy Analysis
- HUMN 8465 - Strategic Planning: Collaboration, Cooperation, and Coordination
- HUMN 8809 - Fundamentals of Law and Public Policy

School of Psychology

B.S. in Forensic Psychology

The B.S. in Forensic Psychology Program provides a broad background in general psychology with an additional strong foundation aimed specifically at forensic psychology. To further the students' opportunities, four concentrations are offered. Graduates of the program will be prepared to work effectively and ethically with diverse populations (victims, criminals, families, children, adults, etc.) in a wide range of settings (government, courts, business, community, and correctional institutions).

Learning Outcomes

At the end of this course, students will be able to:

1. Describe current issues, problems, and trends in the field of forensic psychology.
2. Apply basic research methods in psychology, including research design, data analysis, and interpretation.
3. Use forensic assessment strategies, including interviews and observations, to solve problems related to forensic psychology.
4. Apply psychological theory and research to provide successful interventions for personal, social, and organizational issues in the realm of forensic psychology.
5. Describe the role of ethical behavior in promoting social change in a variety of settings.
6. Demonstrate the ability to use guidelines and standards of the profession to communicate information about psychological processes in various forensic settings.
7. Discuss the importance of diversity and multicultural issues when evaluating and intervening with forensic psychology populations.
8. Develop a strategy for personal and career development in the field of forensic psychology.

Concentrations

- Forensics and the Law
- Leadership and Management
- Self-Designed
- Victims and Justice

Degree Requirements

- 181 total quarter credits (including 45 cr. completed at Walden)
- Required first course (1 cr.)
- General education courses (45 cr.)
- Core courses (50 cr.)
- Concentration courses (15 cr.)

- Elective courses (65 cr.)
- Capstone course (5 cr.)

Core Curriculum

General Education Courses (45 cr.)

See the General Education section of this *Walden University Catalog*.

Note: At least three general education courses taken must be taken at the 3000 level or higher, including SOCI 4080.

First Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (55 cr.)

The following courses are required as part of the B.S. in Forensic Psychology core:

- FPSY 2001 - Cross-Cultural Psychology♦
- FPSY 2002 - Human Development: Childhood and Adolescent♦

OR

- FPSY 2003 - Human Development: Adulthood♦
- FPSY 2009 - Personality♦
- FPSY 2005 - Social Influences on Behavior♦
- FPSY 2101 - Introduction to Forensic Psychology♦
- FPSY 3003 - Methods in Psychological Inquiry♦
- FPSY 3004 - Psychological Disorders♦
- FPSY 4102 - The Criminal Mind♦
- FPSY 4111 - Forensic Interviewing and Investigation♦
- FPSY 4112 - Forensic Assessment♦
- FPSY 4920 - Capstone

Elective Courses (65 cr.)

Students are to select 13 additional courses to fulfill the elective requirement. Students may choose courses from either general education courses, B.S. in Forensic Psychology concentration courses, or courses from any of Walden's bachelor's degree programs. At least four elective courses must be at the 3000 level or above. These 65 credits of electives are in addition to the five-credit general education elective.

Note: RN-BSN courses are not available to students outside the RN-BSN program.

Capstone Course

- FPSY 4920 - Capstone

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Forensic Psychology](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Forensics and the Law Concentration (B.S. in Forensic Psychology)

Concentration Curriculum (15 cr.)

- CRJS 2003 - Criminal Law♦
- CRJS 3002 - Courts and Judicial Process♦
- CRJS 1001 - Contemporary Criminal Justice Systems♦

Electives

Choose 13 courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least 20 credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Leadership and Management Concentration

Concentration Curriculum (15 cr.)

- PSYC 3009 - Psychology of Leadership♦
- PSPA 3020 - Principles of Public Personnel Management and Human Resources♦
- CRJS 4402 - Planning and Budgeting♦

Electives

Choose 13 courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least 20 credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Self-Designed Concentration

Concentration Curriculum (15 cr.)

Select three courses from any of the following B.S. in Forensic Psychology concentration courses:

- CRJS 1001 - Contemporary Criminal Justice Systems♦
- CRJS 2003 - Criminal Law♦
- CRJS 3002 - Courts and Judicial Process♦
- CRJS 4201 - Restorative Justice♦

- CRJS 4203 - Victimology♦
- CRJS 4402 - Planning and Budgeting♦
- PSPA 3020 - Principles of Public Personnel Management and Human Resources♦
- PSPA 3040 - Global Social Justice♦
- PSYC 3009 - Psychology of Leadership♦

Electives

Choose 13 courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least 20 credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Victims and Justice Concentration

Concentration Curriculum (15 cr.)

- PSPA 3040 - Global Social Justice♦
- CRJS 4201 - Restorative Justice♦
- CRJS 4203 - Victimology♦

Electives

Choose 13 courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least 20 credits must be at the 3000–4000 level. Elective credits should total 65 to meet their program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

B.S. to M.S. Articulation

B.S. in Forensic Psychology to M.S. in Criminal Justice Articulation

Walden University's advanced undergraduate psychology students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Criminal Justice or M.S. in Criminal Justice Leadership and Executive Management.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Psychology.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the M.S. in Criminal Justice and M.S. in Criminal Justice Leadership and Executive Management program in specific specializations:

- CRJS 5136 - The Nature of Crime and Criminology
- CRJS 5215 - Controversies in Criminal Justice
- CRJS 5511 - Special Populations
- CRJS 5217 - Technological Solutions and 21st-Century Crime
- CRJS 5203 - Victimology

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's courses and who are graduating (or have graduated) from the B.S. in Forensic program, are invited to apply to the M.S. in Criminal Justice or M.S. in Criminal Justice Leadership and Executive Management program. Upon acceptance to Walden's M.S. in Criminal Justice or M.S. Criminal Justice Leadership and Executive Management program, up to five courses can be applied to degree completion requirements.

- CRJS 6136 - Criminal Behavior Students who successfully complete CRJS 5136 - Criminal Behavior (5 cr.) with a B or better can have this course waived.
- CRJS 6215 - Controversies in Criminal Justice♦ Students who successfully complete CRJS 5215 - Controversies in Criminal Justice (5 cr.) with a B or better can have this course waived.
- CRJS 6420 - Organizational Management and Leadership♦ **Required**
- CRJS 6216 - Criminal Justice Research♦ **Required**
- CRJS 6405 - Ethics and Social Justice♦ **Required**
- CRJS 6511 - Special Populations♦ **Required**
- CRJS 6217 - Technological Solutions and 21st-Century Crime♦ Students who successfully complete CRJS 5217 - Technological Solutions and 21st-Century Crime (5 cr.) with a B or better can have this course waived.
- CRJS 6203 - Victimology♦ **Required**
- CRJS 6218 - Applied Communications♦ **Required**

B.S. in Forensic Psychology to M.S. in Criminal Justice Leadership and Executive Management Articulation

Walden University's advanced undergraduate psychology students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Criminal Justice or M.S. in Criminal Justice Leadership and Executive Management.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Psychology.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the M.S. in Criminal Justice and M.S. in Criminal Justice Leadership and Executive Management program in specific specializations:

- CRJS 5136 - The Nature of Crime and Criminology
- CRJS 5215 - Controversies in Criminal Justice
- CRJS 5511 - Special Populations
- CRJS 5217 - Technological Solutions and 21st-Century Crime
- CRJS 5203 - Victimology

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's courses and who are graduating (or have graduated) from the B.S. in Forensic program, are invited to apply to the M.S. in Criminal Justice or M.S. in Criminal Justice Leadership and Executive Management program. Upon acceptance to Walden's M.S. in Criminal Justice or M.S. Criminal Justice Leadership and Executive Management program, up to five courses can be applied to degree completion requirements.

- CRJS 6136 - Criminal Behavior Students who successfully complete CRJS 5136 - Criminal Behavior (5 cr.) with a B or better can have this course waived.

- CRJS 6215 - Controversies in Criminal Justice♦ Students who successfully complete CRJS 5215 - Controversies in Criminal Justice (5 cr.) with a B or better can have this course waived.
- CRJS 6216 - Criminal Justice Research♦ Required
- CRJS 6405 - Ethics and Social Justice♦ Required
- CRJS 6511 - Special Populations♦ Required
- CRJS 6217 - Technological Solutions and 21st-Century Crime♦ Students who successfully complete CRJS 5217 - Technological Solutions and 21st-Century Crime (5 cr.) with a B or better can have this course waived.
- CRJS 6203 - Victimology♦ **Required**
- CRJS 6218 - Applied Communications♦ Required

B.S. in Forensic Psychology to M.S. of Public Administration

Walden University's advanced undergraduate criminal justice students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Psychology, M.S. in Forensic Psychology, or Master of Public Administration (M.P.A.) programs.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Criminal Justice.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the Master of Public Administration (M.P.A.) program:

- MMPA 5200 - Introduction to Public Administration
- MMPA 5405 - Ethics and Social Justice
- MMPA 5420 - Organizational Management and Leadership
- MMPA 5431 - Finance and Budgeting for the Public Sector

- MMPA 5435 - Human Resource Management: Building a Capable Workforce
- MMPA 5451 - Public Policy Analysis
- MMPA 5480 - Applied Research and Evaluation Methods

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's (AIM) courses and who are graduating (or have graduated) from the B.S. in Forensic Psychology program are invited to apply to the Master of Public Administration program. Upon acceptance to Walden's Master of Public Administration (M.P.A.) program, up to five courses can be applied to degree completion requirements.

- MMPA 6115 - Foundations for Graduate Study **Required**
- MMPA 6200 - Introduction to Public Administration♦ Students who successfully complete MMPA 5200 - Introduction to Public Administration (5 cr.) with a *B* or better can have this course waived.
- MMPA 6405 - Ethics and Social Justice♦ Students who successfully complete MMPA 5405 - Ethics and Social Justice (5 cr.) with a *B* or better can have this course waived.
- MMPA 6420 - Organizational Management and Leadership♦ Students who successfully complete MMPA 5420 - Organizational Management and Leadership (5 cr.) with a *B* or better can have this course waived.
- MMPA 6431 - Finance and Budgeting for the Public Sector♦ Students who successfully complete MMPA 5431 - Finance and Budgeting for the Public Sector (5 cr.) with a *B* or better can have this course waived.
- MMPA 6435 - Human Resource Management: Building a Capable Workforce♦ Students who successfully complete MMPA 5435 - Human Resource Management: Building a Capable Workforce (5 cr.) with a *B* or better can have this course waived.
- MMPA 6461 - Public Sector Economics♦ **Required**
- MMPA 6465 - Strategic Planning: Collaboration, Cooperation, and Coordination♦ **Required**
- MMPA 6451 - Public Policy Analysis♦ Students who successfully complete MMPA 5451 - Public Policy Analysis (5 cr.) with a *B* or better can have this course waived.
- MMPA 6480 - Applied Research and Evaluation Methods♦ Students who successfully complete MMPA 5480 - Applied Research and Evaluation Methods (5 cr.) with a *B* or better can have this course waived.
- MMPA 6910 - Master of Public Administration Capstone **Required**

B.S. in Psychology

The Walden University Bachelor of Science in Psychology program provides students with a broad understanding and global perspective of psychology and its relevance in an increasingly diverse and global society. Students will apply psychological theories to current issues in psychology as they gain perspective in social awareness, responsibility, civic engagement, cross-cultural competence, and evidence-based decision-making in an information-rich world. Students participate in courses that stimulate critical thinking through the use of applied learning methods (such as case study analysis) that facilitate applications of psychological theories and principles to the solution of contemporary personal, interpersonal, and societal problems. The

program of study provides maximum flexibility as students meet Walden University general education, major, and elective requirements.

Learning Outcomes

At the end of this course, students will be able to:

1. Demonstrate familiarity with the major concepts, theoretical perspectives, empirical findings, and historical trends in psychology.
2. Understand and apply basic research methods in psychology, including research design and data analysis and interpretation.
3. Respect and use critical and creative thinking, skeptical inquiry, and, when possible, a scientific approach to solve problems related to behavior and mental processes.
4. Understand and apply psychological principles to personal, social, and organizational issues.
5. Tolerate ambiguity, act ethically, and reflect other values that are the underpinnings of psychology as a science serving a global society.
6. Apply cultural competencies to effective and sensitive interactions with people from diverse backgrounds and cultural perspectives.

Concentrations

- Addictions
- Applied Psychology
- Child and Adolescent Development
- Criminal Justice
- General Psychology
- Human Services
- Infant and Toddler Development
- Preschool Child Development
- Preparation for Graduate Studies
- Workplace Psychology

Degree Requirements

- 181 total quarter credit hours (including 45 cr. completed at Walden)
- General education courses (45 cr.)
- First course (1 cr.)
- Core courses (35 cr.)
- Concentration courses (25–35 cr.)
- Psychology elective courses (10–20 cr.)
- Elective courses (45–70 cr.)

Curriculum

Core Curriculum

General Education Courses (40 cr.)

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or 4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

First Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (35 cr.)

- PSYC 1002 - Psychology as a Natural Science♦
- PSYC 1003 - Psychology as a Social Science♦
- PSYC 2001 - Cross-Cultural Psychology♦
- PSYC 2009 - Theories of Personality♦
- PSYC 3002 - Data Analysis and Presentation♦
- PSYC 3003 - Methods in Psychological Inquiry♦
- PSYC 4010 - Capstone: Professional Issues and Ethics in Psychology

Psychology Elective Courses (10–20 cr., depending on concentration)

Students in the Infant and Toddler Development, Preschool Child Development, and Criminal Justice concentrations choose all four courses listed below or any four 3000-level, 4000-level, or 5000-level courses in the School of Psychology (20 cr.).

Students in the remaining concentrations choose two of the four courses listed below or any two 3000-level, 4000-level, or 5000-level courses in the School of Psychology (10 cr.).

- PSYC 3005 - Racial and Ethnic Identities♦
- PSYC 3006 - Psychology of Gender♦
- PSYC 3007 - Influence and Persuasion♦
- PSYC 4006 - Global Perspectives in Psychology♦

Elective Courses (50–70 cr., depending on concentration)

Students in the Infant and Toddler Development, Preschool Child Development, and Criminal Justice concentrations take 10 elective courses (50 cr.) from the remaining B.S. in Psychology courses or from any other undergraduate courses, depending on the concentration, with at least 15 of those credits coming from upper-level courses.

Students in the Human Services Concentration take 12 elective courses (60 cr.) from the remaining B.S. in Psychology courses or from any other undergraduate courses, depending on the concentration, with at least 15 of those credits coming from upper-level courses.

Students in the remaining concentrations take 14 elective courses (70 cr.) from the remaining B.S. in Psychology courses or from any other undergraduate courses, depending on the concentration, with at least 30 of those credits coming from upper-level courses.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Psychology](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Addictions

Addiction can take many forms. Individuals today are coping with addictions to a variety of substances and activities, including alcohol, drugs, gambling, pornography, shopping, and self-injury. Managing addiction involves more than just identifying available treatment options. Uncovering the internal and external behaviors that cause these disorders is critical to helping individuals who suffer from them.

Through the Addictions concentration, students can explore current theories about what causes individuals to develop addictive behavior and what can be done to prevent it. They focus on substance abuse education, study prevention and treatment methods, and discover the factors that put some people at a higher risk of addiction. This concentration can also help students earn some of the hours they need to pursue an addiction counselor certification.

Concentration Courses (35 cr.)

<i>Course</i>	<i>Credits</i>
PSYC 2003- Human Development: Adulthood	5 cr.
PSYC 2005 - Social Influences on Behavior	5 cr.
PSYC 2006 - Introduction to Addictions	5 cr.
PSYC 3011 - Addictions Assessment	5 cr.
PSYC 3012 - Prevention and Treatment of Addictions	5 cr.
PSYC 4002 - Brain and Behavior	5 cr.
PSYC 4003 - Brain Management and Addictions	5 cr.

Electives

Choose nine courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 45 to meet the program requirements. Students may also be eligible to transfer previous

credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Applied Psychology

For individuals in the helping professions who want to gain knowledge in psychology or help prepare themselves for an advanced degree, the Psychology Applied to the Helping Professions concentration provides a foundation. Students will learn about psychological development at all stages of life, study the most common psychological disorders and keys to effective diagnoses, and improve their abilities in research, statistics, and data analysis.

Concentration Curriculum (25 cr.)

- PSYC 2002 - Human Development: Childhood and Adolescence♦
- PSYC 2003 - Human Development: Adulthood♦
- PSYC 3004 - Psychological Disorders♦

Choose two:

- PSYC 2007 - Adjustment in the 21st Century♦
- PSYC 2008 - Learning♦
- PSYC 4001 - Cultural Perspectives in Health Psychology♦
- PSYC 4002 - Brain and Behavior♦

Electives

Choose 13 courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Child and Adolescent Development

Every day, children and adolescents deal with tough situations that can have a critical impact on their lives and development. This age group often faces serious issues, such as bullying, drug and alcohol abuse, eating disorders, strained relationships with parents, and school pressures. The Child and Adolescent Development concentration explores the cognitive, physical, and socioemotional development of school-age children and adolescents. By focusing on childhood and adolescence in psychology, students can learn strategies for working with these age groups in a variety of settings to address the challenging issues they face today.

Concentration Courses (35 cr.)

Course	Credits
PSYC 2002 - Human Development: Childhood and Adolescence	5 cr.
PSYC 2005 - Social Influences on Behavior	5 cr.

PSYC 2008 - Learning	5 cr.
EDUC 3301 - School-Age and Adolescent Development	5 cr.
EDUC 3301 - Motivating and Guiding School-Age Children and Adolescents	5 cr.
EDUC 4303 - Trends and Issues in School-Age Children	5 cr.
EDUC 4304 - Trends and Issues in Adolescence	5 cr.

Electives

Choose nine courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 45 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Criminal Justice Concentration

Through the Criminal Justice concentration, students will explore the criminal mind and theories of criminal behavior from the serial killer to the terrorist. They will learn the cognitive, behavioral and psychological explanations of criminal behavior. Students will also discover and analyze the types of victimization and how to work with victims of crime.

Concentration Curriculum (35 cr.)

- PSYC 2002 - Human Development: Childhood and Adolescence♦
- PSYC 2005 - Social Influences on Behavior♦
- PSYC 3004 - Psychological Disorders♦

Choose four:

- CRJS 2001 - Criminology and Social Control♦
- CRJS 3010 - Profiling Serial and Mass Murderers♦
- CRJS 4102 - The Criminal Mind♦
- CRJS 4201 - Restorative Justice♦
- CRJS 4202 - Mobilizing and Coordinating Community Response♦
- CRJS 4203 - Victimology♦

Electives

Choose nine courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 45 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

General Psychology

In this concentration, students will gain a solid foundation and knowledge of psychological principles and practices that relate to many different occupations. The curriculum helps students

build on the ability to relate to all types of people, while increasing understanding of life in a complex world.

Concentration Curriculum (25 cr.)

For the General Psychology concentration, choose any five courses from B.S. in Psychology concentrations in Applied Psychology, Workplace Psychology, and Preparation for Graduate Studies.

Electives

Choose 13 courses from General Education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Human Services Concentration

The focus of the Human Services concentration is on building the skills that students need to create meaningful and positive changes in their communities. By understanding and applying the latest psychological principles and research findings, students learn ways to address many of the challenges—including poverty, drug addiction, and domestic violence—facing individuals today. Students have an opportunity to learn how to work effectively with families, social services agencies, and nonprofit organizations to implement solutions that improve the quality of life for others. Through their coursework, students examine best practices for crisis intervention, conflict mediation, and case management. This concentration prepares students for settings that promote the well-being of individuals and serve clients through advocacy and policymaking.

Concentration Curriculum (35 cr.)

- PSYC 4008 - Intergroup Conflict and Peace Building♦
- CRJS 4302 - Critical Incidents and Cross-Agency Coordination♦
- CRJS 4402 - Planning and Budgeting♦
- IDST 2050 - Interdisciplinary Experience: Sustaining Quality of Life in the City♦
- PSYC 2010 - Introduction to Human Services♦
- PSYC 3010 - Crisis and Intervention♦

Choose one:

- PSYC 2002 - Human Development: Childhood and Adolescence♦
- PSYC 2003 - Human Development: Adulthood♦

Electives

Choose nine courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 45 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Infant and Toddler Development

The Child Development: Infant/Toddler concentration examines the development of infants and the importance of quality relationships to their emotional and social well being. Students will learn to assess developmental delays at an early age and identify treatment alternatives. And they will explore healthy living and learning environments that foster infant/toddler growth socially, emotionally, cognitively and physically.

Concentration Curriculum (35 cr.)

- PSYC 2002 - Human Development: Childhood and Adolescence♦
- PSYC 2005 - Social Influences on Behavior♦
- PSYC 2008 - Learning♦
- EDUC 3203 - Infant/Toddler Mental Health♦
- EDUC 3204 - Family Cultures of Infants and Toddlers♦
- EDUC 4205 - Developmentally Appropriate Practices in Infant Settings♦
- EDUC 4206 - Developmentally Appropriate Practices in Toddler Settings♦

Electives

Choose nine courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 45 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Preparation for Graduate Studies

For students who are considering an advanced degree in psychology in the future, the Preparation for Graduate Studies concentration can help with preparations now. Students will expand their knowledge across all major areas from human development to professional ethics. They will learn to conduct research, analyze data, and present their findings. Students will also increase their understanding of what influences social behavior as they develop the quantitative and qualitative analytical skills needed for graduate study.

Concentration Curriculum (25 cr.)

- PSYC 2002 - Human Development: Childhood and Adolescence♦
- PSYC 2003 - Human Development: Adulthood♦
- PSYC 2005 - Social Influences on Behavior♦
- PSYC 4002 - Brain and Behavior♦
- PSYC 4007 - Judgment, Choice, and Decision Making♦

Electives

Choose 13 courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Preschool Child Development

The Child Development: Preschool concentration explores the cognitive, language, social, emotional and physical development of the preschool child. Students will observe and assess the learning needs of preschool children. They will learn to foster and enhance child development and identify best practices for playing and learning. And they will acquire the skills to work collaboratively with families.

Concentration Curriculum (35 cr.)

- PSYC 2002 - Human Development: Childhood and Adolescence♦
- PSYC 2005 - Social Influences on Behavior♦
- PSYC 2008 - Learning♦
- EDUC 3003 - Observation and Assessment of the Young Child♦
- EDUC 3103 - Guiding Young Children's Behavior♦
- EDUC 4004 - Children with Special Needs♦
- EDUC 4102 - Play and Learning for the Preschool Child♦

Electives

Choose nine courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 45 to meet the program requirements. Statements may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

Workplace Psychology

For individuals who want to apply knowledge of psychology in a nonprofit, government, or business environment, the Workplace Psychology concentration provides students with an opportunity to handle all types of work situations as they identify various influences on behavior. Students can learn the basic principles of decision making and factors that affect it. They can also apply principles of conflict management and peace building as solutions for individual and group issues.

Concentration Curriculum (25 cr.)

- PSYC 2005 - Social Influences on Behavior♦
- PSYC 4007 - Judgment, Choice, and Decision Making♦
- PSYC 4008 - Intergroup Conflict and Peace Building♦

Choose two:

- PSYC 2004 - Motivation and Emotion♦
- PSYC 2008 - Learning♦
- PSYC 3009 - Psychology of Leadership♦
- PSYC 4001 - Cultural Perspectives in Health Psychology♦

Electives

Choose 13 courses from general education, B.S. in Psychology, or other Walden bachelor's degree programs. At least four credits must be at the 3000–4000 level. Elective credits should total 65 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

B.S. to M.S. Articulation

B.S. in Forensic Psychology to M.S. in Forensic Psychology Articulation

Walden University's advanced undergraduate psychology students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Forensic Psychology or M.S. in Psychology.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Psychology.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the M.S. in Forensic Psychology program:

- FPSY 5101 - Introduction to Forensic Psychology
- FPSY 5720 - Abnormal Behavior
- FPSY 5115 - Understanding Forensic Psychology Research
- FPSY 5125 - Assessment in Forensic Psychology Settings
- FPSY 5135 - Criminal Behavior
- FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology

Articulation Requirements

Walden University students who have successfully completed Accelerate into Master's courses and who are graduating (or have graduated) from the B.S. in Psychology program, are invited to apply to the M.S. in Forensic Psychology program. Upon acceptance to Walden's M.S. in Forensic Psychology program, up to five courses can be applied to degree completion requirements.

- PSYC 6001 - Foundations for Graduate Study in Psychology **Required**
- FPSY 6101 - Introduction to Forensic Psychology♦ Students who successfully complete FPSY 5101 - Introduction to Forensic Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6720 - Abnormal Behavior♦ Students who successfully complete FPSY 5720 - Abnormal Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6115 - Understanding Forensic Psychology Research♦ Students who successfully complete FPSY 5115 - Understanding Forensic Psychology Research (5 cr.) with a *B* or better can have this course waived.
- FPSY 6125 - Assessment in Forensic Psychology Settings Students who successfully complete FPSY 5125 - Assessment in Forensic Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6135 - Criminal Behavior♦ Students who successfully complete FPSY 5135 - Criminal Behavior (5 cr.) with a *B* or better can have this course waived.
- FPSY 6145 - Ethical Issues and Professional Responsibilities in Forensic Psychology♦ Students who successfully complete FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology (5 cr.) with a *B* or better can have this course waived.
- PSYC 6393 - M.S. in Psychology Capstone

OR

- FPSY 6915 - Field Experience

B.S. in Psychology to M.S. in Forensic Psychology Articulation

Walden University's advanced undergraduate psychology students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Forensic Psychology or M.S. in Psychology.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Psychology.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the M.S. in Forensic Psychology program:

- FPSY 5101 - Introduction to Forensic Psychology
- FPSY 5720 - Abnormal Behavior
- FPSY 5115 - Understanding Forensic Psychology Research
- FPSY 5125 - Assessment in Forensic Psychology Settings
- FPSY 5135 - Criminal Behavior
- FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology

Articulation Requirements

Walden University students who have successfully completed AIM courses and who are graduating (or have graduated) from the B.S. in Psychology program, are invited to apply to the M.S. in Forensic Psychology program. Upon acceptance to Walden's M.S. in Forensic Psychology program, up to five courses can be applied to degree completion requirements.

- PSYC 6001 - Foundations for Graduate Study in Psychology **Required**
- FPSY 6101 - Introduction to Forensic Psychology♦ Students who successfully complete FPSY 5101 - Introduction to Forensic Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6720 - Abnormal Behavior♦ Students who successfully complete FPSY 5720 - Abnormal Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6115 - Understanding Forensic Psychology Research♦ Students who successfully complete FPSY 5115 - Understanding Forensic Psychology Research (5 cr.) with a *B* or better can have this course waived.
- FPSY 6125 - Assessment in Forensic Psychology Settings♦ Students who successfully complete FPSY 5125 - Assessment in Forensic Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6135 - Criminal Behavior♦ Students who successfully complete FPSY 5135 - Criminal Behavior (5 cr.) with a *B* or better can have this course waived.
- FPSY 6145 - Ethical Issues and Professional Responsibilities in Forensic Psychology♦ Students who successfully complete FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology (5 cr.) with a *B* or better can have this course waived.
 - FPSY XXXX Specialization Elective (5 cr.)
 - FPSY XXXX Specialization Elective (5 cr.) **Required**
 - FPSY XXXX Specialization Elective (5 cr.) **Required**

- FPSY XXXX Specialization Elective (5 cr.) **Required**
- PSYC 6393 - M.S. in Psychology Capstone **OR** FPSY 6915 - Field Experience **Required**

B.S. in Psychology to M.S. in Psychology Articulation

Walden University's advanced undergraduate psychology students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Forensic Psychology or M.S. in Psychology.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Psychology.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Take the five courses for the M.S. in Psychology program:

- PSYC 5315 - Tests and Measurement
- PSYC 5701 - Culture and Psychology
- PSYC 5480 - Psychology of Organizational Behavior
- PSYC 6215 - Lifespan Development♦
- PSYC 6245 - Social Psychology♦

Articulation Requirements

Walden University students who have successfully completed Accelerate into Master's (AIM) courses and who are graduating (or have graduated) from the B.S. in Psychology program are invited to apply to the M.S. in Psychology program. Upon acceptance to Walden's M.S. in Psychology program, up to five courses can be applied to degree completion requirements.

- PSYC 6001 - Foundations for Graduate Study in Psychology **Required**
- PSYC 6211 - Contemporary Issues in Psychology♦ **Required**
- PSYC 6205 - History and Systems of Psychology♦ **Required**
- PSYC 6305 - Statistics 1♦ **Required**

- PSYC 6240 - Human Motivation♦ **Required**
- PSYC 6310 - Research Design♦ **Required**
- PSYC 6235 - Cognitive Psychology♦ **Required**
- PSYC 6315 - Tests and Measurement♦ Students who successfully complete PSYC 5315 - Tests and Measurements (5 cr.) with a *B* or better can have this course waived.
- PSYC 6215 - Lifespan Development♦ Students who successfully complete PSYC 5215 - Lifespan Development (5 cr.) with a *B* or better can have this course waived.
- PSYC 6245 - Social Psychology♦ Students who successfully complete PSYC 5245 - Social Psychology (5 cr.) with a *B* or better can have this course waived.
- PSYC 6701 - Culture and Psychology♦ Students who successfully complete PSYC 5701 - Culture and Psychology (5 cr.) with a *B* or better can have this course waived.
- PSYC 6480 - Psychology of Organizational Behavior♦ Students who successfully complete PSYC 5480 - Psychology of Organizational Behavior (5 cr.) with a *B* or better can have this course waived.
- PSYC 6393 - M.S. in Psychology Capstone **Required**

Accelerate Into Master's (AIM) Programs

Walden University offers opportunities for advanced undergraduate students to accelerate time to the completion of a master's degree. This option, called Accelerate Into Master's (AIM), allows undergraduate students to complete graduate-level courses, upon approval of their advisor, that will fulfill the requirements for their undergraduate program as well as graduate requirements for a future master's program. Students must select 5000-level courses as electives or replace courses in their B.S. program, and also must meet specific academic requirements.

When undergraduate students attempt a 5000-level course, they may earn a *C* in the graduate-level course but only a grade of *B* or better will carry over to the graduate program. Students who receive a *C* grade will be awarded a grade of *C**, which will permit the grade to be used toward the undergraduate-level requirement but not toward the master's-level requirement. Students who do not receive a *B* or better are not permitted to continue taking 5000-level courses. Later admission to the master's program requires that students must repeat that course as a master's student.

Requirements

Walden University offers several opportunities for advanced undergraduate students in certain programs to accelerate time to completion in certain master's degree programs.

1. Undergraduates can complete no more than 50% of the total courses required for master's degree completion, excluding thesis, practicum, or capstone. (Individual programs determine specific eligible courses and some programs may limit the number of courses available.)
2. To be eligible to begin AIM courses, students must:
 - a. Have an overall GPA equal to that required for admission to the associated master's degree.

- b. Have completed a minimum of 90 credits and any specific core requirements associated with their bachelor's program listed below. (Individual programs may determine additional prerequisites.)
- c. Be in good financial standing.
- d. Not have any incompletes.

AIM courses are (5000-level) graduate courses.*

- a. Tuition for these courses is charged at the undergraduate rate.
- b. Courses taken as an undergraduate count as fulfilling undergraduate degree requirements.
- c. Grades for graduate courses taken as an undergraduate are incorporated into the undergraduate GPA.

Students must get a *B* or better in each course to have that course applied to the master's program.

- Students who get lower than a *B* in an AIM course will not be allowed to take any more 5000-level courses. Later admission to the master's program requires that the student must repeat that course as a master's student.

Students are expected to maintain the undergraduate GPA expected for admission to the associated master's program.

- Falling below this GPA prevents the student from taking any additional graduate courses as an undergraduate student.

Upon completion of the undergraduate program requirements, students should file an Intent to Graduate form.

Students who complete these courses successfully are not required to pursue the master's degree and/or may defer enrollment to a future date. Transfer of credit policies, including those related to expiration, would apply.

Taking AIM courses does not guarantee admission into a master's program. Upon admission to the master's program, all AIM graduate courses completed with a *B* or better are applied to graduate program. The graduate GPA is calculated based only on those graduate courses taken as a graduate student.

Institutional coursework expires within 10 years unless otherwise notated by the individual academic unit or program.

**Note: Graduate students cannot register for AIM courses.*

AIM Program Chart

<i>Master's program</i>	<i>Eligible courses</i>
The Richard W. Riley College of Education and Leadership	
M.S. in Early Childhood Studies	• EDUC 5005 - Foundations: Early Childhood Studies

<p><i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • EDUC 5160 - Early Childhood Development • EDUC 5161 - Effective Programs and Practices • EDUC 5162 - Issues and Trends in the Early Childhood Field <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Instructional Design and Technology <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • EDUC 5105 - Organizations, Innovation, and Change • EDUC 5115 - Learning Theories and Instruction • EIDT 5100 - Instructional Design • EIDT 5110 - Advanced Instructional Design <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>College of Management and Technology</p>	
<p><i>School of Management</i></p>	
<p>Master of Business Administration <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • MMBA 5501 - Managing and Leading: A Contemporary Approach • MMBA 5510 - Leading People (prereq: MMBA 5501) • MMBA 5520 - Business Operations in the U.S. and Abroad (prereq: MMBA 5510) • MMBA 5540 - Innovation and Technology (prereq: MMBA 5520) • MMBA 5530 - Marketing (prereq: MMBA 5540)
<p>College of Health Sciences</p>	
<p><i>School of Health Sciences</i></p>	
<p>Master of Public Health (M.P.H.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i> <i>It is recommended that students complete PUBH 5101 prior to enrolling in any other M.P.H. courses.</i></p>	<ul style="list-style-type: none"> • PUBH 5101 - Principles of Communication in Public Health • PUBH 5002 - Essentials of Public Health: A Case Study Approach • PUBH 5115 - Social, Behavioral, and Cultural Factors in Public Health • PUBH 5165 - Environmental Health • PUBH 5235 - Program Design, Planning, and Evaluation • PUBH 5175 - Health Policy and Management <p><i>Students must complete all general education and core requirements before beginning AIM courses.</i></p>
<p>Master of Healthcare</p>	<ul style="list-style-type: none"> • MMHA 5015 - Foundations of Healthcare

<p>Administration (M.H.A.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<p><u>Administration</u></p> <ul style="list-style-type: none"> • <u>MMHA 5100 - U.S. Healthcare Delivery System</u> • <u>MMHA 5135 - Health Policy and Economics</u> • <u>MMHA 5205 - Health Law and Ethics</u> <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>College of Social and Behavioral Sciences</p>	
<p>School of Public Policy and Administration</p>	
<p>Master of Public Administration (M.P.A.) <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • <u>MMPA 5200 - Introduction to Public Administration</u> • <u>MMPA 5405 - Ethics and Social Justice</u> • <u>MMPA 5420 - Organizational Management and Leadership</u> • <u>MMPA 5431 - Finance and Budgeting for the Public Sector</u> • <u>MMPA 5435 - Human Resource Management: Building a Capable Workforce</u> • <u>MMPA 5451 - Public Policy Analysis</u> • <u>MMPA 5480 - Applied Research and Evaluation Methods</u> <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>Master of Public Policy (M.P.P.) <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • <u>MMPP 5280 - Policy and Politics in American Political Institutions</u> • <u>MMPP 5405 - Ethics and Social Justice</u> • <u>MMPA 5420 - Organizational Management and Leadership</u> • <u>MMPA 5431 - Finance and Budgeting for the Public Sector</u> • <u>MMPP 5111 - Leadership and Organizational Change</u> <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Nonprofit Management and Leadership <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • <u>NPMG 5200 - Introduction to the Nonprofit Sector</u> • <u>NPMG 5405 - Ethics and Social Justice</u> • <u>NPMG 5420 - Organizational Management and Leadership</u> • <u>NPMG 5431 - Finance and Budgeting for the Nonprofit Sector</u> • <u>NPMG 5435 - Human Resource Management: Building a Capable Workforce</u> • <u>NPMG 5480 - Applied Research and Evaluation Methods</u>

	<p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice • CRJS 5511 - Special Populations • CRJS 5217 - Technological Solutions and 21st-Century Crime • CRJS 5203 - Victimology <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Criminal Justice Leadership and Executive Management <i>Students may select any or all of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • CRJS 5137 - The Nature of Crime and Criminology • CRJS 5215 - Controversies in Criminal Justice <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
School of Psychology	
<p>M.S. in Psychology <i>Students may select any or all of these courses for the listed specializations. Individual course prerequisites apply.</i></p>	<p>Applied Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Crisis Management and Response</p> <ul style="list-style-type: none"> • PSYC 5701 - Culture and Psychology • PSYC 5740 - Disaster, Crisis, and Trauma <p>Educational Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5240 - Human Motivation • PSYC 5701 - Culture and Psychology <p>General Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology • PSYC 5220 - Psychology of Personality <p>Health Psychology</p> <ul style="list-style-type: none"> • PSYC 5215 - Lifespan Development • PSYC 5745 - Health Psychology <p>Media Psychology</p>

	<ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology • PSYC 5760 - Psychology and the Media <p>Organizational Psychology</p> <ul style="list-style-type: none"> • PSYC 5480 - Psychology of Organizational Behavior <p>Program Evaluation and Research</p> <ul style="list-style-type: none"> • PSYC 5315 - Tests and Measurement <p>Psychology of Culture</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Psychology, Public Administration, and Social Change</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Social Psychology</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5701 - Culture and Psychology <p>Terrorism and Security</p> <ul style="list-style-type: none"> • PSYC 5245 - Social Psychology • PSYC 5741 - Psychology of Terrorism <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>
<p>M.S. in Forensic Psychology <i>Students may select up to five of these courses. Individual course prerequisites apply.</i></p>	<ul style="list-style-type: none"> • FPSY 5101 - Introduction to Forensic Psychology • FPSY 5115 - Understanding Forensic Psychology Research • FPSY 5125 - Assessment in Forensic Psychology Settings • FPSY 5135 - Criminal Behavior • FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology • FPSY 5720 - Abnormal Behavior <p><i>Students must complete all general education and core requirements before beginning these AIM courses.</i></p>

All semester credits will be converted to quarter credits using the ratio of 1 semester credit equals 1.5 quarter credits.

Other Undergraduate Options

Undergraduate Minors

Students have the option to select a minor after starting their undergraduate program. Unlike an undergraduate concentration, a minor must be in a discipline outside the student's major. Students should verify individual requirements for each minor, including which programs are ineligible. An undergraduate minor consists of six or more courses with a minimum of two at the upper level. Students wishing to add a minor to their program should contact their academic advisor. Students may select a maximum of two minors.

- [Minor in Applied Instructional Design and Technology](#)
- [Minor in Business](#)
- [Minor in Child Development](#)
- [Minor in Communication](#)
- [Minor in Criminal Justice](#)
- [Minor in Educational Studies](#)
- [Minor in Healthcare Management](#)
- [Minor in Health Promotion and Wellness](#)
- [Minor in Health Studies](#)
- [Minor in Introductory Design and Technology](#)
- [Minor in Political Science and Public Administration](#)
- [Minor in Psychology](#)
- [Minor in Public Health](#)

Minor in Psychology

The Undergraduate Minor in Psychology is for the non-psychology major student who wants a broad understanding and global perspective of psychology and its relevance in an increasingly diverse and global society. Students will apply psychological theories to current issues in psychology as they gain perspective in social awareness, responsibility, civic engagement, cross-cultural competence, and evidence-based decision-making in an information-rich world.

Note: This minor is not available to students in the B.S. in Forensic Psychology or B.S. in Psychology programs.

Required (30 cr.)

- PSYC 1001 - Introduction to Psychology♦
- PSYC 3002 - Data Analysis and Presentation♦

And students choose four of the following:

- PSYC 2002 - Human Development: Childhood and Adolescence♦
- PSYC 2005 - Social Influences on Behavior♦
- PSYC 2009 - Theories of Personality♦
- PSYC 3004 - Psychological Disorders♦
- PSYC 3005 - Racial and Ethnic Identities♦

- PSYC 3006 - Psychology of Gender♦
- PSYC 3007 - Influence and Persuasion♦
- PSYC 4001 - Cultural Perspectives in Health Psychology♦
- PSYC 4002 - Brain and Behavior♦
- PSYC 4007 - Judgment, Choice, and Decision Making♦
- PSYC 4006 - Global Perspectives in Psychology♦
- PSYC 4008 - Intergroup Conflict and Peace Building♦

Post-Baccalaureate Certificate Programs

Post-Baccalaureate Organizational Psychology and Development Certificate

The Post-Baccalaureate Organizational Psychology and Development Certificate provides students with the basic principles of organizational psychology and development. Students will learn how to

- Align an institution's strategic goals with the recruitment and retention of highly talented individuals
- Apply their knowledge to facilitate organizational change in response to continuing globalization and emerging technologies
- Improve the performance of their organizations by enhancing the work environment for individual employees and work teams

Certificate Requirements

- Certificate courses (20 cr.)

Curriculum

Note: Students take all courses in sequence.

Certificate Courses (20 cr.)

- PSYC 6212 - Principles of Organizational Psychology and Development♦
- PSYC 6213 - Strategic Talent Management and Development♦
- PSYC 6214 - Consulting for Organizational Change♦
- PSYC 6216 - Dynamics of Contemporary, International, and Virtual Organizations♦

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Post-Baccalaureate in Organizational Psychology and Development Certificate](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Post-Baccalaureate Certificate to Master's Degree Articulation

Organizational Psychology and Development Certificate to M.S. in Psychology

The following requirements have been established for Walden students who have earned the Post-Baccalaureate Organizational Psychology and Development Certificate* and who wish to enter into the M.S. in Psychology program with a specialization in Organizational Psychology and Development:

Articulation Requirements

- PSYC 6001 - Foundations for Graduate Study in Psychology **Required**
- PSYC 6005 - Business Concepts for the Organizational Development Professional♦ **Required**
- PSYC 6211 - Contemporary Issues in Psychology♦ **Required**
- PSYC 6212 - Principles of Organizational Psychology and Development♦ Students who successfully complete this course with a *B* or better can have this course waived.
- PSYC 6305 - Statistics 1♦ **Required**
- PSYC 6213 - Strategic Talent Management and Development♦ Students who successfully complete this course with a *B* or better can have this course waived.
- PSYC 6310 - Research Design♦ **Required**
- PSYC 6214 - Consulting for Organizational Change♦ Students who successfully complete this course with a *B* or better can have this course waived.
- PSYC 6216 - Dynamics of Contemporary, International, and Virtual Organizations♦ Students who successfully complete this course with a *B* or better can have this course waived.
- PSYC XXXX Elective (5 cr.) **Required**
- PSYC 6391 - Capstone I **Required**
- PSYC 6392 - Capstone II **Required**

Master's Degree Programs

M.S. in Clinical Psychology

The M.S. in Clinical Psychology program provides a broad background in clinical psychology with the opportunity to complete an optional counseling specialization. It prepares students to work ethically and effectively at the master's level with diverse individuals in a variety of settings. In addition, this program offers students an opportunity to complete a graduate degree that is more practitioner-focused and less research-focused and includes a broader survey of the topics in clinical psychology compared to many other degree programs.

Learning Outcomes

At the end of the program, students will be able to:

1. Describe the foundations of psychology.
2. Synthesize psychological theory and research to apply in real-world situations in clinical settings.
3. Interpret psychological theory and research.
4. Describe psychological theory, research, and practice from a multicultural and/or global perspective.
5. Apply psychological theory, research, and practice to scholarly and/or professional activities that promote positive social change.
6. Use a framework of evidence-based practice to develop constructive working relationships with clients, supervisors, instructors, and colleagues.
7. Demonstrate an appropriate and professional demeanor with clients, supervisors, instructors, and colleagues.

Specialization

- Counseling

Degree Requirements

- 56–59 total quarter credit hours
 - Foundation course (1 cr.)
 - Core courses (49 cr.)
 - Practicum* (6–9 cr.)

*CPSY 6900 - Master's Practicum III (3 cr.) is an optional course that may be applied to the Ph.D. in Psychology program. Students should take this course if they plan to pursue their doctoral degree.

Core Curriculum

Foundation Course (1 cr.)

- CPSY 6001 - Foundations for Graduate Study in Psychology

Core Courses (45 cr.)

- CPSY 6215 - Lifespan Development♦
- CPSY 6221 - Psychopathology From a Clinical Perspective♦
- CPSY 6705 - Ethics and Standards of Professional Practice♦
- CPSY 6342 - Interventions I♦
- CPSY 6341 - Psychological Assessment♦
- CPSY 6343 - Interventions II♦
- CPSY 6701 - Culture and Psychology♦

- CPSY 6250 - Group Process and Dynamics♦
- CPSY 6245 - Social Psychology♦

Foundation Research Sequence (4 cr.)

Courses comprising the core research sequence are conducted online and require weekly readings, participation in discussions, and assignment completion. Course instructors guide discussions and evaluate discussion and application assignments. RSCH 6100 must be completed during the second term and is linked to Milestone 2 of the academic residencies. RSCH 6200 and RSCH 6300 must be completed prior to registering for the dissertation.

- RSCH 6100L - Research Theory, Design, and Methods

Practicum Sequence (6 cr.)

- CPSY 6700 - Master's Practicum I
- CPSY 6800 - Master's Practicum II

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	CPSY 6001 - Foundations for Graduate Study in Psychology	1 cr.
	CPSY 6215 - Lifespan Development	5 cr.
2	CPSY 6221 - Psychopathology from a Clinical Perspective	5 cr.
	CPSY 6705 - Ethics and Standards of Professional Practice	5 cr.
3	CPSY 6342 - Interventions I	5 cr.
	RSCH 6100Y - Research Theory, Design, and Methods	4 cr.
4	CPSY 6341 - Psychological Assessment	5 cr.
	CPSY 6343 - Interventions II	5 cr.
5	CPSY 6701 - Culture and Psychology	5 cr.
	CPSY 6250 - Group Process and Dynamics	5 cr.
6	CPSY 6700 - Master's Practicum I	3 cr.
	CPSY 6245 - Social Psychology	5 cr.
7	CPSY 6800 - Master's Practicum II	3 cr.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Clinical Psychology](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Counseling Specialization (M.S. in Clinical Psychology)

In this specialization, students discover how clinical psychology training can position them to promote psychological health in individuals, families, groups, and organizations by studying current theory, research, and practices associated with major dysfunctional behavior. This specialization can lead to work in a range of settings, including healthcare and community

mental health settings. The coursework offers a foundation for pursuing clinical psychology through doctoral study. Students engage in training with individuals, groups, couples, and families.

Learning Outcomes

At the end of the program, students will be able to:

1. Describe the foundations of psychology.
2. Synthesize psychological theory and research to apply in real-world situations in clinical settings.
3. Interpret psychological theory and research.
4. Describe psychological theory, research, and practice from a multicultural and/or global perspective.
5. Use a framework of evidence-based practice to develop constructive working relationships with clients, supervisors, instructors, and colleagues.
6. Demonstrate an appropriate and professional demeanor with clients, supervisors, instructors, and colleagues.
7. Apply psychological theory, research, and practice to scholarly and/or professional activities that promote positive social change.
8. Utilize critical thinking and apply relevant ethical codes (e.g., APA, ACA) to decision making with diverse populations in a variety of settings.
9. Demonstrate proficiency in utilizing empirically supported models of counseling/therapy (including group; substance abuse; and couples, marriage, and family counseling as well as career counseling) with diverse populations.

Specialization Curriculum (35-38 cr.)

- CPSY 6722 - Counseling and Psychotherapy Theories♦
- CPSY 6356 - Marriage, Couple, and Family Therapy♦
- CPSY 6728 - Substance Abuse Counseling♦
- CPSY 6753 - Career Counseling♦
- CPSY 6100 - Introduction to Mental Health Counseling♦
- CPSY 6700 - Master's Practicum I

Students select any two elective courses from graduate-level courses in psychology, provided the prerequisites are met. These electives are self-registered.

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	CPSY 6001 - Foundations for Graduate Study in Psychology	1 cr.
	CPSY 6215 - Lifespan Development	5 cr.
2	CPSY 6221 - Psychopathology from a Clinical Perspective	5 cr.

	CPSY 6705 - Ethics and Standards of Professional Practice	5 cr.
3	CPSY 6342 - Interventions I	4 cr.
	RSCH 6100Y - Research Theory, Design, and Methods	5 cr.
4	CPSY 6341 - Psychological Assessment	5 cr.
	CPSY 6343 - Interventions II	5 cr.
5	CPSY 6701 - Culture and Psychology	5 cr.
	CPSY 6250 - Group Process and Dynamics	5 cr.
6	CPSY 6700 - Master's Practicum I	3 cr.
	CPSY 6245 - Social Psychology	5 cr.
7	CPSY 6800 - Master's Practicum II	3 cr.
	CPSY 6722 - Counseling and Psychotherapy Theories	5 cr.
8	CPSY 6356 - Marriage, Couple, and Family Therapy	5 cr.
	CPSY 6728 - Substance Abuse Counseling	5 cr.
9	CPSY 6753 - Career Counseling	5 cr.
	CPSY 6100 - Introduction to Mental Health Counseling	5 cr.
10	CPSY 6900 - Master's Practicum III (optional)	3 cr.

Students select any two elective courses from graduate-level courses in psychology, provided prerequisites are met. These electives are self-registered.

M.S. in Forensic Psychology

Walden University's M.S. in Forensic Psychology prepares individuals to work within settings that integrate psychology and the legal system, including jails and prisons, community corrections offices, law enforcement agencies, the military, victims' advocacy programs and systems, and governmental agencies focused on criminal justice and crime.

Forensic psychology is a rapidly growing field. This program emphasizes the integration of psychology into forensic settings. It is especially geared toward professionals interested in career advancement and enhancement, rather than a move into clinical forensic practice with clients. Thus, instead of leading to licensure or practice within forensic or correctional systems, graduates of this program leverage the benefits of psychology and clinical understanding to positively impact the larger forensic and criminal justice systems and to enhance personal career opportunities through graduate education.

The Walden focus on social justice and community benefit will give graduates the edge in making these systems that touch thousands of lives more functional and able to serve the populations within them.

Note on licensure: The M.S. in Forensic Psychology is not a licensure program and does not prepare an individual to become a licensed psychology professional.

Learning Outcomes

At the end of this program, students will be able to:

1. Identify the role of psychology within the legal system.
2. Apply psychological concepts and principles within forensic settings.
3. Implement the use of diagnostic and assessment tools in forensic settings.
4. Demonstrate the principles of research design as applied to forensic psychology research.
5. Distinguish and implement professional roles, responsibilities, and ethics to the practice of forensic psychology at the master's level.
6. Differentiate theories of maladaptive and criminal behavior.

Specializations

- Forensic Psychology in the Community
- General Program
- Mental Health Applications
- Program Planning and Evaluation in Forensic Settings
- Psychology and Legal Systems

Degree Requirements

- 56 total quarter credit hours (including 45 cr. completed at Walden)
- Foundation course (1 cr.)
- Core courses (30 cr.)
- Specialization courses (20 cr.)
- Final course: field experience or capstone (5 cr.)

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Forensic Psychology](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Forensic Psychology in the Community

In this specialization, learn more about prevention, intervention, and consultation programs for criminal offenders in their communities. Understand the foundations of community crime prevention and restorative justice for victims and offenders. Prepare to work with crime prevention programs, early intervention youth programs, victim advocate programs, and other programs to reduce crime and recidivism.

Foundation Course (1 cr.)

- FPSY 6001 - Foundations for Graduate Study

Core Courses (30 cr.)

- FPSY 6101 - Introduction to Forensic Psychology♦
- FPSY 6720 - Abnormal Behavior♦
- FPSY 6115 - Understanding Forensic Psychology Research♦
- FPSY 6125 - Assessment in Forensic Psychology Settings
- FPSY 6135 - Criminal Behavior♦
- FPSY 6145 - Ethical Issues and Professional Responsibilities in Forensic Psychology♦

Specialization Courses (20 cr.)

- FPSY 6530 - Forensic Applications in Community Settings♦
- FPSY 6810 - Community Psychology♦
- FPSY 6785 - Prevention: Research and Practice♦

Choose one:

- FPSY 6740 - Disaster, Crisis, and Trauma♦
- FPSY 6245 - Social Psychology♦
- FPSY 6700 - Psychology and Social Change
- FPSY 6723 - Multicultural Counseling♦

Final Course (5 cr.)

Choose one:

- FPSY 6915 - Field Experience
- FPSY 6393 - M.S. in Psychology Capstone

General Program in Forensic Psychology

Gain a broad understanding of the forensic psychology field and how its principles are applied in a range of settings from correctional institutions to court systems to community-based programs. In this specialization, select electives that will build your knowledge of how forensic psychology professionals work within the legal system and in community-based programs with an emphasis on preventing and reducing criminal behavior.

Foundation Course (1 cr.)

- FPSY 6001 - Foundations for Graduate Study

Core Courses (30 cr.)

- FPSY 6101 - Introduction to Forensic Psychology♦
- FPSY 6720 - Abnormal Behavior♦
- FPSY 6115 - Understanding Forensic Psychology Research♦
- FPSY 6125 - Assessment in Forensic Psychology Settings
- FPSY 6135 - Criminal Behavior♦
- FPSY 6145 - Ethical Issues and Professional Responsibilities in Forensic Psychology♦

Specialization Courses (20 cr.)

- FPSY 6511 - Treatment of Forensic Populations
- FPSY 6520 - Psychology in the Courts♦
- FPSY 6521 - Police Psychology♦

Choose one:

- FPSY 6512 - Juvenile Justice, Delinquency, and Development♦
- FPSY 6530 - Forensic Applications in Community Settings♦

Final Course (5 cr.)

Choose one:

- FPSY 6915 - Field Experience
- FPSY 6393 - M.S. in Psychology Capstone

Mental Health Applications

Many adult and juvenile offenders suffer from mental health issues that must be addressed if they are to return to their communities and lead productive lives. In this specialization, learn to evaluate and use traditional forms of intervention, including individual and group psychotherapy, as well as recent innovations in restorative justice. Gain the skills to work directly with individuals in correctional facilities, community mental health agencies, and through the court system.

Foundation Course (1 cr.)

- FPSY 6001 - Foundations for Graduate Study

Core Courses (30 cr.)

- FPSY 6101 - Introduction to Forensic Psychology♦
- FPSY 6720 - Abnormal Behavior♦
- FPSY 6115 - Understanding Forensic Psychology Research♦
- FPSY 6125 - Assessment in Forensic Psychology Settings
- FPSY 6135 - Criminal Behavior♦
- FPSY 6145 - Ethical Issues and Professional Responsibilities in Forensic Psychology♦

Specialization Courses (20 cr.)

- FPSY 6331 - Interviewing and Observational Strategies♦
- FPSY 6511 - Treatment of Forensic Populations
- FPSY 6912 - Mental Health Law♦

Choose one:

- FPSY 6512 - Juvenile Justice, Delinquency, and Development♦
- FPSY 6728 - Substance Abuse Counseling♦
- FPSY 6723 - Multicultural Counseling♦
- FPSY 6785 - Prevention: Research and Practice♦

Final Course (5 cr.)

Choose one:

- FPSY 6915 - Field Experience
- FPSY 6393 - M.S. in Psychology Capstone

Program Planning and Evaluation in Forensic Settings

In today's evidence-based treatment environment, programs must be constantly reviewed to determine if they are working. In this specialization, learn to conduct and apply forensic mental health research to various legal settings and to formulate research that applies to psychology and public policy. Discover tools to evaluate current programs and assess their effectiveness, and recommend treatment alternatives for forensic populations in community-based programs and correctional institutions.

Foundation Course (1 cr.)

- FPSY 6001 - Foundations for Graduate Study

Core Courses (30 cr.)

- FPSY 6101 - Introduction to Forensic Psychology♦
- FPSY 6720 - Abnormal Behavior♦
- FPSY 6115 - Understanding Forensic Psychology Research♦
- FPSY 6125 - Assessment in Forensic Psychology Settings
- FPSY 6135 - Criminal Behavior♦
- FPSY 6145 - Ethical Issues and Professional Responsibilities in Forensic Psychology♦

Specialization Courses (20 cr.)

- FPSY 6305 - Statistics I♦
- FPSY 6310 - Research Design♦
- FPSY 6311 - Quantitative Analysis♦
- FPSY 6314 - Program Evaluation♦

Final Course (5 cr.)

Choose one:

- FPSY 6915 - Field Experience
- FPSY 6393 - M.S. in Psychology Capstone

Psychology and Legal Systems

In today's complex legal system, forensic psychology professionals constantly provide their expertise on issues that intersect psychology and the law. In this specialization, explore the many ways you can interact with the court system as you gain a basic understanding of expert testimony, jury selection, and eyewitness testimony. Discover how you can work with police departments or other law enforcement agencies assisting in officer selection and training, stress management, critical incident stress debriefing, hostage negotiations, and selection of special operations officers.

Foundation Course (1 cr.)

- FPSY 6001 - Foundations for Graduate Study

Core Courses (30 cr.)

- FPSY 6101 - Introduction to Forensic Psychology♦
- FPSY 6720 - Abnormal Behavior♦
- FPSY 6115 - Understanding Forensic Psychology Research♦
- FPSY 6125 - Assessment in Forensic Psychology Settings
- FPSY 6135 - Criminal Behavior♦
- FPSY 6145 - Ethical Issues and Professional Responsibilities in Forensic Psychology♦

Specialization Courses (20 cr.)

- FPSY 6912 - Mental Health Law♦
- FPSY 6520 - Psychology in the Courts♦
- FPSY 6521 - Police Psychology♦

Choose one:

- FPSY 6740 - Disaster, Crisis, and Trauma♦
- FPSY 6741 - Psychology of Terrorism♦
- FPSY 6742 - Conflict, Conflict Resolution, and Peace♦
- FPSY 6743 - Psychopharmacology

Final Course (5 cr.)

Choose one:

- FPSY 6915 - Field Experience
- FPSY 6393 - M.S. in Psychology Capstone

M.S. in Psychology

The M.S. in Psychology provides students with pre-doctoral training—a background in the development and application of psychological theories, basic scientific methods, and principles of psychological science.

Learning Outcomes

At the end of this course, students will be able to:

1. Describe the foundations of psychology.
2. Synthesize psychological theory and research to apply in real-world situations, such as in educational, social, organizational, and health settings.
3. Interpret psychological theory and research.
4. Describe psychological theory, research, and practice from a multicultural and/or global perspective.
5. Apply psychological theory, research, and practice to scholarly and/or professional activities that promote positive social change.

Specializations

- Applied Psychology Specialization
- Crisis Management and Response Specialization
- Educational Psychology Specialization
- General Psychology Specialization Educational Psychology Specialization
- Health Psychology Specialization
- Leadership Development and Coaching Specialization
- Media Psychology Specialization
- Organizational Psychology Specialization
- Organizational Psychology and Nonprofit Management Specialization
- Psychology of Culture Specialization
- Psychology, Public Administration, and Social Change Specialization
- Social Psychology Specialization
- Terrorism and Security Specialization

Degree Requirements

Applied Psychology

- 52 total quarter credit hours, depending on capstone or M.S. to Ph.D. option
- Professional Development Plan with program of study (included in PSYC 6001)
- Foundation course (1 cr.)
- Core courses (51 cr.)

Educational Psychology

- 54 total quarter credit hours, depending on capstone or M.S. to Ph.D. option
- Professional Development Plan with program of study (included in PSYC 6001)
- Foundation course (1 cr.)
- Core courses (48 cr.)
- Capstone courses (5 cr.) or M.S. to Ph.D. option (5 cr.)

General Program

- 53-55 total quarter credit hours, depending on the capstone or M.S. to Ph.D. option
- Foundation course (1 cr.)
- Core courses (34 cr.)
- Elective course (10-15 cr.) depending on M.S. to Ph.D. option
- Capstone (5 cr.) or M.S. to Ph.D. option (8 cr.)

Health Psychology

- 53-54 total quarter credit hours, depending on capstone or M.S. to Ph.D. option
- Professional Development Plan with program of study (included in PSYC 6001)
- Foundation course (1 cr.)

- Core courses (48 cr.)
- Capstone courses (5 cr.) or M.S. to Ph.D. option (4 cr.)

Organizational Psychology Specialization

- 53-54 total quarter credit hours, depending on capstone or M.S. to Ph.D. option
- Professional Development Plan with program of study (included in PSYC 6001)
- Foundation course (1 cr.)
- Core courses (48 cr.)
- Capstone courses (5 cr.) or M.S. to Ph.D. option (4 cr.)

Social Psychology

- 53-54 total quarter credit hours, depending on capstone or M.S. to Ph.D. option
- Professional Development Plan with program of study (included in PSYC 6001)
- Foundation course (1 cr.)
- Core courses (48 cr.)
- Capstone courses (5 cr.) or M.S. to Ph.D. option (4 cr.)

All Other Specializations

- 56 or 63 total quarter credit hours, depending on the final project option
- Professional Development Plan with program of study (included in PSYC 6001)
- Foundation course (1 cr.)
- Core courses (50 cr.)
- Final project: capstone (5 cr.) or thesis (12 cr.)

Curriculum

The M.S. in Psychology program consists of a foundation course; core courses; in some cases, elective courses; and the completion of a thesis or capstone project, depending on the specialization. Students complete two 12-week courses concurrently each quarter; courses must be taken in the order presented. Additional courses may be taken at the end of the program of study to provide breadth and depth of learning.

Master's to Ph.D. Matriculation

Students enrolled in Walden University's M.S. in Psychology program are required to complete all degree requirements for that program (including an upper-level research course) and must be accepted into one of Walden's Ph.D. in Psychology specializations before taking any other courses that will count toward the doctoral degree. Students who complete Walden's M.S. in Psychology degree and then matriculate into Walden's Ph.D. in Psychology program will not have to repeat any courses required for the Ph.D. program that were completed (with a *B* or better) during the M.S. in Psychology program. Students must meet the minimum admission requirements for the Ph.D. program, as specified in the current *Walden University Catalog*.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [M.S. in Psychology](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Applied Psychology Specialization

The Applied Psychology specialization provides students with a broad exposure to the field of psychology including both research and practice-oriented elements of the profession. Students can explore the fundamentals of psychology, including methods, theory, and principles of the field while also learning about psychopathology, intervention, and principles of ethics in professional psychology practice. This specialization provides a foundation for doctoral study in clinical psychology for students considering practicing professionally at the doctoral level.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (52 cr.)

- PSYC 6215 - Lifespan Development♦
- PSYC 6342 - Psychotherapy Interventions I
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6245 - Social Psychology♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6315 - Tests and Measurement♦
- PSYC 6781 - Psychopathology from a Clinical Perspective♦
- PSYC 6225 - Biopsychology♦
- RSCH 6300Y - Qualitative Reasoning and Analysis
- PSYC 6704 - Ethics and Standards of Psychology♦
- PSYC 6701 - Culture and Psychology♦

Crisis Management and Response Specialization

The specialization in Crisis Management and Response focuses on the knowledge and skills individuals need to work in the fields of security, emergency management, and public safety.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (50 cr.)

- PSYC 6211 - Contemporary Issues in Psychology♦
- PSYC 6205 - History and Systems of Psychology♦
- PSYC 6740 - Disaster, Crisis, and Trauma♦
- PSYC 6701 - Culture and Psychology♦
- RSCH 6100Y – Research Theory, Design, and Methods

- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6741 - Psychology of Terrorism♦
- PSYC 6331 - Interviewing and Observational Strategies
- PSYC 6722 - Counseling and Psychotherapy Theories♦
- PSYC 6742 - Conflict, Conflict Resolution, and Peace♦

Final Project (5 or 12 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- PSYC 6390 - Thesis (12 cr. minimum—6 cr. per term for minimum two terms)

Educational Psychology Specialization

The Educational Psychology specialization emphasizes the study of cognition, motivation, lifespan development, and learning for individuals ranging from high achievers to those whose needs are more specialized. This specialization can provide students with a multicultural perspective in understanding, evaluating, and applying research. Students can gain the skills and knowledge to enhance their work in the classroom and other educational settings. Students can also prepare for doctoral study in educational psychology.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (48 cr.)

- PSYC 6215 - Lifespan Development♦
- PSYC 6240 - Human Motivation♦
- PSYC 6765 - Educational Psychology♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6701 - Culture and Psychology♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6131 - Theories of Learning♦
- PSYC 6238 - Cognitive and Affective Bases of Behavior♦
- PSYC 6718 - Psychology of the Exceptional Individual
- PSYC 6315 - Tests and Measurement♦

Capstone or M.S. to Ph.D. Option Courses (5 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- PSYC 6704 - Ethics and Standards of Psychology♦

General Psychology

The General Psychology specialization prepares students to apply theories to practice and to conceptualize social science research.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (34 cr.)

- PSYC 6215 - Lifespan Development♦
- PSYC 6220 - Psychology of Personality♦
- PSYC 6245 - Social Psychology♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6701 - Culture and Psychology♦
- PSYC 6781 - Psychopathology from a Clinical Perspective♦
- PSYC 6238 - Cognitive and Affective Bases of Behavior♦

Elective Courses (10-15 cr.)

Students may select any three elective courses from the graduate courses in the School of Psychology, provided prerequisites are met. If the M.S. to Ph.D. option is chosen, then only two elective courses are selected.

Capstone or M.S. to Ph.D. Option (5 or 8 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- RSCH 6200Y - Quantitative Reasoning and Analysis
- RSCH 6300Y - Qualitative Reasoning and Analysis

Health Psychology Specialization (M.S.)

The Health Psychology specialization provides students with a broad understanding of the field of psychology, along with a specific focus on the knowledge and skills required to work in the fields of health, illnesses, prevention of illnesses, and health promotion. Students participate in courses that stimulate critical thinking through the use of applied learning methods (such as program evaluation) that facilitate applications of psychological theories and principles to the understanding of the impact of illnesses and stress on the health of individuals. The program specialization provides students with basic qualifications to begin work in the field of health psychology. It prepares students to start entry-level careers in healthcare organizations, communities, mental health agencies, and other settings. This specialization also provides a strong foundation for a doctoral degree in health psychology.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (48 cr.)

- PSYC 6745 - Health Psychology♦
- PSYC 6215 - Lifespan Development♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6748 - Stress and Coping♦

- PSYC 6225 - Biopsychology♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6202 - Survey Research Methods♦

Choose one:

- PSYC 6574 - Women's Health♦

OR

- PSYC 6573 - Child and Adolescent Health♦

OR

- PSYC 6815 - Contemporary Gerontology/Geriatric Psychology♦

Capstone or M.S. to Ph.D. Option (4 or 5 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- RSCH 6300Y - Qualitative Reasoning and Analysis

Leadership Development and Coaching Specialization

The specialization in Leadership Development and Coaching helps students learn the psychological principles and theories of leadership development and better understand their own capacity for leadership.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (50 cr.)

- PSYC 6211 - Contemporary Issues in Psychology♦
- PSYC 6205 - History and Systems of Psychology♦
- PSYC 6005 - Business Concepts for the Organizational Development Professional♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6750 - Leadership Development♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6331 - Interviewing and Observational Strategies
- PSYC 6216 - Dynamics of Contemporary, International, and Virtual Organizations♦
- PSYC 6751 - Leadership Coaching: Process and Practice♦
- PSYC 6752 - Leadership Coaching: Application♦

Final Project (5 or 12 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- PSYC 6390 - Thesis (12 cr. minimum—6 cr. per term for a minimum of two terms)

Media Psychology Specialization

The specialization in Media Psychology helps students apply psychological theories and principles and understand how marketing and communications impact modern media in a global society.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (50 cr.)

- PSYC 6211 - Contemporary Issues in Psychology♦
- PSYC 6205 - History and Systems of Psychology♦
- PSYC 6760 - Psychology and the Media♦
- PSYC 6245 - Social Psychology♦
- RSCH 6100Y - Research Theory, Design, and Methods
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6761 - The Psychological Impact of Film and Television♦
- PSYC 6701 - Culture and Psychology♦
- PSYC 6762 - The Psychological Impact of the Internet and Mobile Technologies♦
- PSYC 6700 - Psychology and Social Change♦

Final Project (5 or 12 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- PSYC 6390 - Thesis (12 cr. minimum—6 cr. per term for minimum 2 terms)

Organizational Psychology Specialization

The Organizational Psychology specialization focuses on the fundamentals of industrial and organizational psychology. Coursework emphasizes principles and methods that address the challenges people face in the workplace as well as strategies and techniques designed to impact organizational and individual effectiveness. Topics include selection, performance management, leadership, motivation, and job attitudes.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (48 cr.)

- PSYC 6480 - Psychology of Organizational Behavior♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6755 - Leadership and the Process of Change♦
- PSYC 6214 - Consulting for Organizational Change♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6754 - Personnel Psychology in the Workplace♦

- PSYC 6551 - I/O Testing and Measurement♦
- PSYC 6552 - Psychology of Motivation at Work♦
- PSYC 6202 - Survey Research Methods♦
- PSYC 6579 - Job Perceptions and Experience♦

Capstone or M.S. to Ph.D. Option Courses (4 or 5 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- RSCH 6300Y - Qualitative Reasoning and Analysis

Organizational Psychology and Nonprofit Management Specialization

The Organizational Psychology and Nonprofit Management specialization applies the principles of individual and organizational psychology to nonprofit management. Students broaden their understanding of the impact of organizational psychology in nonprofit settings with a focus on the organization of nonprofit boards, finance, and budgeting.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (50 cr.)

- PSYC 6211 - Contemporary Issues in Psychology♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6005 - Business Concepts for the Organizational Development Professional♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6790 - Introduction to the Nonprofit Sector
- PSYC 6212 - Principles of Organizational Psychology and Development♦
- PSYC 6791 - Organizational Management and Leadership♦
- PSYC 6792 - Finance and Budgeting for the Nonprofit Sector♦
- PSYC 6793 - Board Governance and Volunteer Management♦
- PSYC 6794 - Resource Development♦

Final Project (5 or 12 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- PSYC 6390 - Thesis (12 cr. minimum—6 cr. per term for minimum two terms)

Psychology of Culture Specialization

Students in the Psychology of Culture specialization gain a broad understanding of the field of psychology with a focus on the impact of culture on human psychology. Human psychology is examined from multicultural, cross-cultural, and global perspectives, preparing students to work with diverse populations.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (50 cr.)

- PSYC 6211 - Contemporary Issues in Psychology♦
- PSYC 6205 - History and Systems of Psychology♦
- PSYC 6245 - Social Psychology♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6701 - Culture and Psychology♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6830 - Psychology of Sexuality♦
- PSYC 6825 - Psychology of Gender♦
- PSYC 6805 - Holistic Psychology♦
- PSYC 6700 - Psychology and Social Change♦

Final Project (5 or 12 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- PSYC 6390 - Thesis (12 cr. minimum—6 cr. per term for minimum 2 terms)

Psychology, Public Administration, and Social Change Specialization

In the Psychology, Public Administration, and Social Change specialization, students learn to apply psychological theories and skills to management within public, private, and nonprofit organizations. Drawing from their own community experiences, students integrate strategic planning and management with public policy as they explore examples of organizational change and its impact on social justice.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (50 cr.)

- PSYC 6211 - Contemporary Issues in Psychology♦
- PSYC 6205 - History and Systems of Psychology♦
- PSYC 6245 - Social Psychology♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6700 - Psychology and Social Change♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6775 - Strategic Context of Public Management and Leadership
- PSYC 6701 - Culture and Psychology♦
- PSYC 6776 - Transformative Change in a Shared-Power World
- PSYC 6742 - Conflict, Conflict Resolution, and Peace♦

Final Project (5 or 12 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- PSYC 6390 - Thesis (12 cr. minimum—6 cr. per term for minimum 2 terms)

Social Psychology Specialization

The Social Psychology specialization integrates knowledge about individual, group, and organizational processes while studying a range of social topics. Students gain a broad understanding of the impact of social factors and situational variables that influence human development and social interaction and behavior.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (48 cr.)

- PSYC 6245 - Social Psychology♦
- PSYC 6201 - Social Cognition♦
- PSYC 6220 - Psychology of Personality♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6701 - Culture and Psychology♦
- PSYC 6203 - Attitudes/Attitude Change♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6204 - Intergroup Relations♦
- PSYC 6202 - Survey Research Methods♦
- PSYC 6706 - Advanced Social Psychology♦

Capstone or M.S. to Ph.D. Option Courses (4 or 5 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- RSCH 6300Y - Qualitative Reasoning and Analysis

Terrorism and Security Specialization

In the specialization in Terrorism and Security, students apply psychological and public policy principles to understand the impact of terrorism and the countermeasures required to combat terrorist threats. Students gain an understanding of systemic approaches to the issues of public safety, emergency preparedness, and disaster or trauma management, preparing them for positions in the expanding field of homeland security.

Foundation Course (1 cr.)

- PSYC 6001 - Foundations for Graduate Study in Psychology

Core Courses (50 cr.)

- PSYC 6211 - Contemporary Issues in Psychology♦

- PSYC 6205 - History and Systems of Psychology♦
- PSYC 6701 - Culture and Psychology♦
- RSCH 6100Y - Research Theory, Design, and Methods
- PSYC 6741 - Psychology of Terrorism♦
- RSCH 6200Y - Quantitative Reasoning and Analysis
- PSYC 6770 - Public Policy Implications of Terrorism Legislation and Policies
- PSYC 6740 - Disaster, Crisis, and Trauma♦
- PSYC 6771 - Terrorism: A Systemic Approach for Emergency Preparedness
- PSYC 6772 - Critical Incident Planning and Leadership

Final Project (5 or 12 cr.)

- PSYC 6393 - M.S. in Psychology Capstone

OR

- PSYC 6390 - Thesis (12 cr. minimum—6 cr. per term for minimum two terms)

Post-Master's Certificate Programs

Post-Master's Teaching Online Certificate

Post-Master's Teaching Online Certificate (20 cr.)

The Teaching Online post-master's certificate program provides students with hands-on training as they teach an online course. They study principles of instructional design, teaching strategies, best practices for teaching a diverse student body, and the online environment.

- PSYC 8760 - Educational Psychology♦
- PSYC 8762 - Teaching of Psychology♦
- PSYC 8763 - Principles of Instructional Design♦
- PSYC 8764 - Instructional Design for Online Course Development♦

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Post-Master's Teaching Online Certificate](#) relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Doctoral Degree Programs

Ph.D. in Psychology

The university's mission includes broad access to high-quality postsecondary education through a distance-learning environment and preparation of its graduates to achieve professional excellence and to effect positive social change. Consistent with this mission, the Ph.D. in Psychology program is designed to prepare scholar-practitioners to meet real-world challenges

and facilitate positive change in individuals, groups, organizations, and local, national, and global communities.

Specifically, the program prepares lifelong learners to integrate psychological theory, research, established methods of scientific inquiry, and evidence-based practices that incorporate cultural and individual diversity. The School of Psychology training model encompasses an integrated, developmental, and sequential plan of study that includes web-based and face-to-face coursework; residencies that provide opportunities for knowledge and skill acquisition, ethical practice, and professional socialization; field training; and demonstration of research competency.

Specializations

- Clinical Psychology
- Counseling Psychology
- Educational Psychology
- Forensic Psychology
- General Psychology
 - Teaching Focus
 - Research Focus
- Health Psychology
- Organizational Psychology
- Social Psychology

Degree Requirements

- 105–160 total quarter credit hours, depending on the specialization
- Foundation course (5 cr.)
- Professional Development Plan with program of study and, for students in the Clinical Psychology and Counseling Psychology specializations, a Personal State Licensure Plan (included in PSYC 8002 and PSYC 8003)
- Core courses (66–86 cr., depending on specialization)
- Elective courses (10–15 cr., depending on specialization)
- Track courses (105–106 cr., only in General specialization)
- Dissertation (20 cr.)
- Practicum (12 cr., 1,000 hours for Counseling Psychology; 6 cr., 750 hours for Clinical Psychology)
- Internship field experience—required for the Clinical Psychology and Counseling Psychology specializations (12 cr., 2,000 hours)
- Residency:
 - Clinical Psychology and Counseling Psychology specializations: four 4-day residencies and 40 cr. of Academic Year in Residence
 - Other specializations: four 4-day residencies

Curriculum

The curriculum for each specialization of the Ph.D. in Psychology is composed of core and elective courses, research competency, and the dissertation. Core courses appear, for each specialization, in the order of recommended sequence. Students in the Clinical Psychology and Counseling Psychology specializations also complete a **750-hour minimum practicum for Clinical**, a **1,000-hour minimum practicum for Counseling**, and a 2,000-hour (1-year full-time or 2-year part-time) internship field experience.

Demonstration of Research Competency

Prior to starting the dissertation, all students must demonstrate research competency. Research competency is demonstrated by the successful completion of the following:

- PSYC 8000 - Foundations for Graduate Study in Psychology
- PSYC 8002 - Foundations for Graduate Study in Clinical Psychology
- PSYC 8003 - Foundations for Graduate Study in Counseling Psychology
- RSCH 8100Y - Research Theory, Design, and Methods
- RSCH 8200Y - Quantitative Reasoning and Analysis
- RSCH 8300Y - Qualitative Reasoning and Analysis
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis
- PSYC 8316 - Tests and Measurement♦
- PSYC 8117 - Writing a Quality Prospectus in Psychology (Clinical Psychology and Counseling Psychology only)
- PSYC 8315 - Program Evaluation♦ (not applicable to Clinical Psychology and Counseling Psychology)
- PSYC 8551 - I/O Tests and Measurement♦ (Organizational Psychology only)

Dissertation Proposal

For the current dissertation processes and guidelines, students should refer to the *Dissertation Guidebook*, located under Dissertation Process of the Walden Research Center website.

Academic Year in Residence (AYR)

Clinical Psychology and Counseling Psychology Specializations Only

The Academic Year in Residence (AYR) is designed to provide students with the critical clinical skills that are essential for professional practice in the field of psychology. As part of the AYR experience, students will complete eight courses in a blended format (40 quarter credits total). Students will take part of each course online but the majority of the course will occur in person with their classmates and faculty at Walden University in Minneapolis, Minnesota. Students will be required to travel to Minneapolis once per quarter to complete the in-residence portion of the courses. Students will travel to Minneapolis four times during the AYR, once each quarter, for 9-day sessions Saturday through the following Sunday including travel time. These sessions are required to pass the course and successfully complete the AYR.

The Academic Year in Residence allows students to focus on development as a doctoral student and practitioner-in-training. This period of study allows for the acquisition and evaluation of skills essential for supervised and entry-level practice in practicum and internship placements including assessment and interventions skills based on evidence based practice using empirically supported techniques to identify and resolve psychological difficulties. Additional coursework in ethics, consultation and supervision, as well as multicultural psychology during the AYR will complement the student's training. Additionally, students will focus on research and dissertation skills with the guidance of faculty and in concert with their peers.

The AYR offers a unique opportunity for students to become socialized into the profession of psychology, encouraging close interaction with faculty and fellow students. During AYR, students' progress and the evaluation of knowledge, skills, and abilities required for scholarship and professional practice at the doctoral level will be assessed.

Note: Students are advised to consult the School of Psychology Academic Year in Residence section of the *Walden University Student Handbook* for more information.

Psychological Assessment Coursework

The purpose of the psychological assessment coursework is to provide a framework for doctoral students in the Clinical Psychology and Counseling Psychology specializations to develop their assessment knowledge and skills repertoire. Based on a developmental progression, students gain the following:

- An understanding of the assessment process and related legal, ethical, and diversity issue
- An understanding of principles of tests and measurement
- A set of basic skills in the administration, scoring, and interpretation of assessment measures across domains
- The ability to write an interpretive summary of assessment data

At the advanced level, doctoral students further develop their psychological assessment repertoire in the areas of testing, interpretation, data-based diagnoses and recommendations for intervention, and data-based psychological report writing.

Basic-level courses include the following:

- PSYC 8316 - Tests and Measurement♦
- PSYC 8340 - Cognitive Assessment
- PSYC 8350 - Personality Assessment
- PSYC 8208 - Career Assessment and Intervention

See the Course Descriptions section of this *Walden University Catalog* for more information on each course and its prerequisites.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Ph.D. in Psychology](#) relating to the types of occupations this program may

lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Clinical Psychology Specialization

The Ph.D. in Psychology with a specialization in Clinical Psychology places an emphasis on the medical model, in which psychologists focus on diagnosing pathology and remediating symptoms to improve functioning. Students will learn to diagnose, assess, and provide interventions for a wide array of emotional and behavioral disorders.

Program Goals and Learning Outcomes

PROGRAM GOAL 1: Walden University's Clinical Psychology graduates will acquire knowledge in the foundations of psychology and will develop identities as clinical psychologists.

Learning Outcome 1.1

Students will be able to explain the contributions of the biological, affective, social, and cognitive areas of psychology as they impact human adaptive and maladaptive functioning.

Learning Outcome 1.2

Students will be able to articulate the history of clinical psychology, how the specialty of clinical psychology is unique, and how to develop a clinical psychology identity.

PROGRAM GOAL 2: Walden University's Clinical Psychology graduates apply knowledge and demonstrate skills in the scientific, methodological, and theoretical foundations of psychology from a scholar-practitioner perspective.

Learning Outcome 2.1

Students will be able to synthesize principles of basic and advanced research methods to produce independent scholarly research.

Learning Outcome 2.1

Students will demonstrate proficiency in evaluating the effectiveness of empirically supported treatments using an evidence-based practice approach.

Learning Outcome 2.3

Students will synthesize theory and contemporary research to establish a theoretically and empirically anchored personal orientation to the practice of clinical psychology.

PROGRAM GOAL 3: Walden University's Clinical Psychology graduates will demonstrate proficiency in the use of empirically supported psychological assessment and intervention techniques with diverse clientele in various settings.

Learning Outcome 3.1

Students will demonstrate proficiency in utilizing empirically supported models of clinical psychotherapy, consultation, and supervision with diverse populations.

Learning Outcome 3.2

Students will demonstrate proficiency in utilizing cognitive and personality assessment skills with diverse populations.

Learning Outcome 3.3

Students will develop constructive working relationships with clients, supervisors, instructors, and colleagues while also demonstrating an appropriate and professional demeanor.

PROGRAM GOAL 4: Walden University's Clinical Psychology graduates will demonstrate the ability to work ethically and effectively with a diverse clientele.

Learning Outcome 4.1

Students will engage in personal self-assessment to examine their feelings, beliefs, attitudes and opinions regarding their own and others' cultural perspective and world view.

Learning Outcome 4.2

Students will be able to describe salient experiences and perspectives of diverse populations including but not limited to race, culture, socioeconomics, age, gender, sexual orientation, and disability.

Learning Outcome 4.3

Students will utilize critical thinking and apply relevant ethical codes (e.g., APA, ACA) to decision making with diverse populations in a variety of settings.

Learning Outcome 4.4

Students will demonstrate the ability to use multicultural clinical intervention and assessment skills in varied training and professional settings.

PROGRAM GOAL 5: To prepare Walden University graduates to actively identify and contribute to the clinical psychology profession by demonstrating attitudes and behaviors essential for lifelong learning, scholarly inquiry, advocacy, and professional problem solving as clinical psychologists, with a particular emphasis on positive social change.

Learning Outcome 5.1

Students will demonstrate an awareness of how social/political issues, policies, and events impact the field of clinical psychology.

Learning Outcome 5.2

Students will engage in professional activities related to clinical psychology that promote positive social change.

The Clinical Psychology specialization emphasizes:

- Foundational psychological theory
- Research design and methods
- Empirically-supported assessments and interventions
- Competence in multicultural issues and individual difference
- Ethical practice including:
 - Therapeutic intervention
 - Consultation and supervision, and
 - Commitment to critical thinking, lifelong learning, and scholarly contribution to the profession

Note: Students must complete all the AYR courses with a grade of *B* or better.

Note on licensure: *The Clinical Psychology specialization in the Psychology Ph.D. program is designed to prepare graduates to qualify to sit for psychology licensing exams. This specialization is designed to meet the academic licensure requirements of many state psychology boards. However, Walden University's specializations in Clinical Psychology and Counseling Psychology are not accredited by the American Psychological Association (APA) and have not received designation by the Association of State and Provincial Psychology Boards/National Register (ASPPB/NR), which are requirements for licensure in some states. Because no graduate program can guarantee licensure upon graduation, we encourage students to consult the appropriate agency to determine specific requirements. For more information about licensure, students should visit the Association of State and Provincial Psychology Boards at <http://www.asppb.net/i4a/pages/index.cfm?pageid=3395> and contact the appropriate licensing body. International students are encouraged to identify and contact their appropriate licensing body.*

Specialization Curriculum (159 cr.)

Foundation Course (5 cr.)

- PSYC 8002L - Foundations for Graduate Study in Clinical Psychology

Core Courses (61 cr.)

- PSYC 8215 - Lifespan Development♦
- PSYC 8344 - Interventions I
- RSCH 8100Y - Research Theory, Design, and Methods

- PSYC 8247 - Social Psychology♦
- RSCH 8200Y - Quantitative Reasoning and Analysis
- PSYC 8316 - Tests and Measurement♦
- PSYC 8781 - Psychopathology From a Clinical Perspective
- PSYC 8226 - Biopsychology♦
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8700 - Psychology and Social Change♦
- PSYC 8238 - Cognitive and Affective Bases of Behavior♦
- PSYC 8207 - History and Systems of Psychology♦
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis

AYR Courses (40 cr.)

- PSYC 8704 - Ethics and Standards of Psychological Practice
- PSYC 8340 - Cognitive Assessment
- PSYC 8350 - Personality Assessment
- PSYC 8421 - Multicultural Psychology
- PSYC 8232 - Consultation and Supervision in Psychology
- PSYC 8345 - Interventions II
- PSYC 8117 - Writing a Quality Prospectus in Psychology
- PSYC 8346 - Clinical Psychopharmacology

Elective Courses (15 cr.)

Three elective courses, selected from the graduate courses in the School of Psychology, may be added anywhere in the student's program, provided prerequisites are met.

Clinical Neuropsychology

- PSYC 8710 - Clinical Neuropsychology
- PSYC 8712 - Clinical Child Neuropsychology
- PSYC 8815 - Contemporary Gerontology/Geriatric Psychology

Child and Adolescent Psychology

- PSYC 8719 - Developmental Psychopathology
- PSYC 8721 - Advanced Psychopathology♦
- PSYC 8785 - Prevention: Research and Practice

Media and Professional Practice

- PSYC 8765 - The Psychological Impact of the Internet and Mobile Technologies♦
- PSYC 8759 - Psychology and the Media♦
- PSYC 8912 - Mental Health Law♦

Gender and Sexuality

- PSYC 8825 - Psychology of Gender♦
- PSYC 8830 - Psychology of Sexuality♦
- PSYC 8356 - Marriage, Couple, and Family Therapy

Couples and Family

- PSYC 8356 - Marriage, Couple, and Family Therapy
- PSYC 8724 - Child Psychotherapy
- PSYC 8830 - Psychology of Sexuality♦

Disaster and Trauma

- PSYC 8740 - Disaster, Crisis, and Trauma♦
- PSYC 8748 - Stress and Coping♦
- PSYC 8732 - Medical Crisis Counseling

Psychology as a Business

- PSYC 8784 - Psychological Consultation
- PSYC 8820 - Successful Practice Management
- PSYC 8757 - Leadership Coaching: Application♦

Leadership and Coaching

- PSYC 8749 - Leadership Development♦
- PSYC 8751 - Leadership Coaching: Process and Practice♦
- PSYC 8757 - Leadership Coaching: Application♦

Community Psychology

- PSYC 8785 - Prevention: Research and Practice
- PSYC 8810 - Community Psychology
- PSYC 8784 - Psychological Consultation

Dissertation (20 cr.)

- PSYC 9000 - Dissertation (20 cr. minimum—5 cr. per term for a minimum of four terms)

Field Experience (18 cr.)*

* **Note:** Due to the practicum requirements of this program, applicants must be a citizen or permanent resident of the United States or U.S. Territories at time of admission and currently reside in the United States or U.S. Territories at time of admission to be eligible for this program. U.S. military personnel stationed abroad should contact their Enrollment Advisor to determine eligibility.

Practicum 750 hours (6 cr.—3 cr. per term for a minimum two terms)

- PSYC 8290 - Clinical Psychology Practicum I
- PSYC 8291 - Counseling Psychology Practicum II

Internship 2000 (12 cr.—3 cr. per term for a minimum of four terms)

- PSYC 8292 - Clinical Psychology Internship I
- PSYC 8293 - Clinical Psychology Internship II
- PSYC 8294 - Clinical Psychology Internship III

Note: Students must complete the following courses with a grade of *B* or better: PSYC 8342, PSYC 8344, PSYC 8340, PSYC 8350, and PSYC 8704.

Counseling Psychology Specialization

The Counseling Psychology specialization of the Ph.D. in Psychology program prepares scholar-practitioners to work ethically with diverse clients in various settings. The philosophy of the program is strengths-based, meaning that the curriculum focuses on promoting functional behavior and relationships, developing internal and external client resources as well as remediating challenges and difficulties, and preventing as well as diagnosing and treating intrapsychic and interpersonal psychological problems. The program emphasizes and teaches foundational psychological theory; research design and methods; empirically supported assessments (cognitive, personality and vocational) and interventions; competence in multicultural issues and individual differences; ethical practice including therapeutic interventions as well as consultation and supervision; and a commitment to critical thinking, lifelong learning, and scholarly contribution to the profession. The program espouses and embodies the university mission of positive social change, working with individuals, families, groups, and systems to overcome problems in living and enrich lives.

Program Goals and Learning Outcomes

PROGRAM GOAL 1: Walden University's Counseling Psychology graduates will acquire knowledge in the foundations of psychology and will develop identities as counseling psychologists.

Learning Outcome 1.1

Students will be able to explain the contributions of the biological, affective, social, and cognitive areas of psychology as they impact human adaptive and maladaptive functioning.

Learning Outcome 1.2

Students will be able to articulate the history of counseling psychology, how the specialty of counseling psychology is unique, and how to develop a counseling psychology identity.

PROGRAM GOAL 2: Walden University's Counseling Psychology graduates apply knowledge and demonstrate skills in the scientific, methodological, and theoretical foundations of psychology from a scholar-practitioner perspective.

Learning Outcome 2.1

Students will be able to synthesize principles of basic and advanced research methods to produce independent scholarly research.

Learning Outcome 2.2

Students will demonstrate proficiency in evaluating the effectiveness of empirically supported treatments using an evidence-based practice approach.

Learning Outcome 2.3

Students will synthesize theory and contemporary research to establish a theoretically and empirically anchored personal orientation to the practice of counseling psychology.

PROGRAM GOAL 3: Walden University’s Counseling Psychology graduates will demonstrate proficiency in the use of empirically supported psychological assessment and intervention techniques with diverse clientele in various settings.

Learning Outcome 3.1

Students will demonstrate proficiency in utilizing empirically supported models of counseling/therapy, consultation, supervision, and career counseling with diverse populations.

Learning Outcome 3.2

Students will demonstrate proficiency in utilizing cognitive, personality, and vocational assessment skills with diverse populations.

Learning Outcome 3.3

Students will develop constructive working relationships with clients, supervisors, instructors, and colleagues while also demonstrating an appropriate and professional demeanor.

PROGRAM GOAL 4: Walden University’s Counseling Psychology graduates will demonstrate the ability to work ethically and effectively with a diverse clientele.

Learning Outcome 4.1

Students will engage in personal self-assessment to examine their feelings, beliefs, attitudes, and opinions regarding their own and others’ cultural perspective and world view.

Learning Outcome 4.2

Students will be able to describe salient experiences and perspectives of diverse populations including but not limited to race, culture, socioeconomics, age, gender, sexual orientation, and disability.

Learning Outcome 4.3

Students will utilize critical thinking and apply relevant ethical codes (e.g., APA, ACA) to decision making with diverse populations in a variety of settings.

Learning Outcome 4.4

Students will demonstrate the ability to use multicultural counseling skills in varied training and professional settings.

PROGRAM GOAL 5: To prepare Walden University graduates to actively identify and contribute to the counseling psychology profession by demonstrating attitudes and behaviors essential for lifelong learning, scholarly inquiry, advocacy, and professional problem solving as counseling psychologists, with a particular emphasis on positive social change.

Learning Outcome 5.1

Students will demonstrate an awareness of how social/political issues, policies, and events impact the field of counseling psychology.

Learning Outcome 5.2

Students will engage in professional activities related to counseling psychology that promote positive social change.

The Counseling Psychology specialization consists of a foundation course, core and elective courses, AYR courses, dissertation, and field experiences (practicum and internship). The curriculum is an integrated, developmental, and sequential plan of study; specific details about the course sequence are provided to prospective students on the Walden website.

**Note on licensure: The Ph.D. in Psychology with a specialization in Counseling Psychology is designed to prepare graduates to qualify to sit for psychology licensing exams. This specialization is designed to meet the academic licensure requirements of many state psychology boards. However, Walden University's specializations in Clinical Psychology and Counseling Psychology are not accredited by the American Psychological Association (APA) and have not received designation by the Association of State and Provincial Psychology Boards/National Register (ASPPB/NR), which are requirements for licensure in some states. Because no graduate program can guarantee licensure upon graduation, we encourage students to consult the appropriate agency to determine specific requirements. For more information about licensure, students should visit the Association of State and Provincial Psychology Boards and contact the appropriate licensing body. International students are encouraged to identify and contact their appropriate licensing body.*

Foundation Course (5 cr.)

- PSYC 8003 - Foundations for Graduate Study in Counseling Psychology

Core Courses (61 cr.)

- PSYC 8215 - Lifespan Development♦
- PSYC 8344 - Interventions I
- RSCH 8100Y - Research Theory, Design, and Methods
- PSYC 8247 - Social Psychology♦
- RSCH 8200Y - Quantitative Reasoning and Analysis
- PSYC 8316 - Tests and Measurement♦
- PSYC 8782 - Psychopathology From a Counseling Perspective
- PSYC 8224 - Psychology of Work
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8207 - History and Systems of Psychology♦
- PSYC 8226 - Biopsychology♦
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis
- PSYC 8238 - Cognitive and Affective Bases of Behavior♦

Important Note: Students must complete the following courses with a grade of *B* or better: PSYC 8704, PSYC 8344, PSYC 8345, PSYC 8340, PSYC 8350, PSYC 8421, and PSYC 8208.

AYR Courses (40 cr.)

- PSYC 8704 - Ethics and Standards of Psychological Practice
- PSYC 8340 - Cognitive Assessment
- PSYC 8350 - Personality Assessment
- PSYC 8421 - Multicultural Psychology
- PSYC 8232 - Consultation and Supervision in Psychology
- PSYC 8345 - Interventions II
- PSYC 8208 - Career Assessment and Intervention
- PSYC 8117 - Writing a Quality Prospectus in Psychology

Elective Courses (10 cr.)

Choose:

- PSYC 8725 - Group Therapy

OR

- PSYC 8356 - Marriage, Couple, and Family Therapy
- PSYC 8700 - Psychology and Social Change♦

OR

- PSYC 8660 - Leadership, Advocacy, and Change

Dissertation

- PSYC 9000 - Dissertation (20 cr. minimum—5 cr. per term for a minimum of four terms)

Field Experience (24 cr.)*

* **Note:** Due to the practicum requirements of this program, applicants must be a citizen or permanent resident of the United States or U.S. Territories at time of admission and currently reside in the United States or U.S. Territories at time of admission to be eligible for this program. U.S. military personnel stationed abroad should contact their Enrollment Advisor to determine eligibility.

Practicum 1000 hours (12 cr.—3 cr. per term for a minimum of four terms)

Note: Students must complete the following courses with a grade of *B* or better: PSYC 8342, PSYC 8344, PSYC 8340, PSYC 8350, PSYC 8208, and PSYC 8704 in order to begin practicum.

- PSYC 8281 - Counseling Psychology Practicum I
- PSYC 8283 - Counseling Psychology Practicum II
- PSYC 8284 - Counseling Psychology Practicum III
- PSYC 8285 - Counseling Psychology Practicum IV

Internship 2000 (12 cr.—3 cr. per term for a minimum of four terms)

- PSYC 8286 - Counseling Psychology Internship I
- PSYC 8287 - Counseling Psychology Internship II
- PSYC 8288 - Counseling Psychology Internship III

- PSYC 8289 - Counseling Psychology Internship IV

Educational Psychology Specialization

Students in this specialization will contribute to the field of human learning and education through independent, professional research. Students will gain a deepened understanding of key psychological theory affecting the breadth of issues related to the learning experiences of both high achievers and individuals whose needs are more specialized. Students will explore how to apply this theory to teaching learners across their lifespan and researching their cognition, motivation, and development.

Program Goals and Learning Outcomes

PROGRAM GOAL 1: Walden University's Educational Psychology graduates will acquire knowledge in the foundations of psychology and will develop identities as educational psychologists.

Learning Outcome 1.1

Students will integrate current theory and research to explain behavior in the biological, affective, social, individual differences, and cognitive areas of psychology.

Learning Outcome 1.2

Students will be able to articulate the history of educational psychology, how the specialty of educational psychology is unique, and how to develop an educational psychology identity.

Learning Outcome 1.3

Students will be to apply seminal works within the field of educational psychology (including the areas of educational psychology, tests and measurement, psychology of the exceptional individual, special education, adult development and learning, and instructional design) in various educational settings.

PROGRAM GOAL 2: Walden University's Educational Psychology graduates apply knowledge and demonstrate skills in the scientific, methodological, and theoretical foundations of psychology from a scholar-practitioner perspective.

Learning Outcome 2.1

Students will be able to synthesize principles of basic and advanced research methods to produce independent scholarly research.

Learning Outcome 2.2

Students will be able to conduct scholarly educational psychological research in areas including development, cognition, motivation, adult, and special needs learning.

PROGRAM GOAL 3: Walden University's Educational Psychology graduates will demonstrate the ability to apply theoretical knowledge to teaching and empirically based research regarding human learning across the lifespan in various educational settings.

Learning Outcome 3.1

Students will be able to synthesize educational psychology theory and research in the areas of development, cognition, motivation, adult, and special needs learning to enhance the quality of instruction.

Learning Outcome 3.2

Students will be able to apply evidence-based educational psychology research methods to enhance educational instruction in various educational institutions and organizations.

PROGRAM GOAL 4: Walden University's Educational Psychology graduates will demonstrate the ability to work ethically and effectively with diverse populations.

Learning Outcome 4.1

Students will be able to describe experiences and perspectives of diverse populations including but not limited to race, culture, socioeconomics, age, gender, sexual orientation, and disability.

Learning Outcome 4.2

Students will utilize critical thinking to apply relevant ethical codes (e.g., APA) to decision making with diverse populations in research practice and work settings.

PROGRAM GOAL 5: To prepare Walden University graduates to actively identify and contribute to the educational psychology profession by demonstrating attitudes and behaviors essential for lifelong learning, scholarly inquiry, advocacy, and professional problem solving as educational psychologists, with a particular emphasis on positive social change.

Learning Outcome 5.1

Students will be able to discuss how social/political issues, policies, and events impact the field of educational psychology.

Learning Outcome 5.2

Students will engage in professional activities related to educational psychology that promote positive social change.

Specialization Curriculum (106 cr.)

Foundation Course (5 cr.)

- PSYC 8000 - Foundations for Graduate Study in Psychology

Core Courses (66 cr.)

- PSYC 8215 - Lifespan Development♦
- PSYC 8760 - Educational Psychology♦
- RSCH 8100Y - Research Theory, Design, and Methods
- PSYC 8241 - Human Motivation♦
- PSYC 8701 - Culture and Psychology♦
- RSCH 8200Y - Quantitative Reasoning and Analysis
- PSYC 8131 - Theories of Learning

- PSYC 8238 - Cognitive and Affective Bases of Behavior♦
- PSYC 8718 - Psychology of the Exceptional Individual
- PSYC 8316 - Tests and Measurement♦
- PSYC 8703 - Ethics and Standards of Psychology♦
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8115 - Writing a Quality Prospectus♦
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis

Elective Courses (15 cr.)

Three elective courses selected from the graduate courses in the School of Psychology may be added anywhere in the student's program, provided prerequisites are met.

Dissertation (20 cr.)

- PSYC 9000 - Dissertation (20 cr. minimum—5 cr. per term for a minimum of four terms)

Forensic Psychology Specialization

Students in this specialization will develop a greater understanding of the criminal justice system and the mental health issues that drive many aspects of criminal behavior. Students will broaden their understanding of advanced forensic psychology research methods and explore ways to evaluate programs designed specifically for forensic populations such as the incarcerated, recently released offenders, the mentally ill, and juveniles. This specialization can lead to a deeper understanding of systems and programs for incarcerated and recently released offenders to create positive change in the legal system and community settings.

Program Goals and Learning Outcomes

PROGRAM GOAL 1: Walden University's Forensic Psychology graduates will acquire knowledge in the foundations of psychology.

Learning Outcome 1.1

Students will be able to integrate current theory and research to explain behavior from a forensic psychology perspective.

Learning Outcome 1.2

Students will be able to discuss seminal works within the field of forensic psychology and how they relate to education and/or research.

PROGRAM GOAL 2: Walden University's Forensic Psychology graduates apply knowledge and demonstrate skills in the scientific, methodological, and theoretical foundations of psychology with a focus on education and research.

Learning Outcome 2.1

Students will be able to synthesize principles of basic and advanced research methods to produce independent scholarly research.

Learning Outcome 2.2

Students will demonstrate proficiency in evaluating the effectiveness of empirically supported methods of research and/or teaching.

PROGRAM GOAL 3: Walden University's Forensic Psychology graduates will demonstrate the ability to apply theoretical knowledge and research skills.

Learning Outcome 3.1

Students will integrate current theory and research to explain behavior from the perspective of forensic psychology.

Learning Outcome 3.2

Students will be able to apply evidence-based psychological research in various institutions and organizations.

PROGRAM GOAL 4: Walden University's Forensic Psychology graduates will demonstrate the ability to work ethically and effectively with diverse populations.

Learning Outcome 4.1

Students will be able to describe experiences and perspectives of diverse populations including but not limited to race, culture, socioeconomics, age, gender, sexual orientation, and disability.

Learning Outcome 4.2

Students will apply relevant ethical codes (e.g., APA) to decision making with diverse populations in both research practice and work settings.

PROGRAM GOAL 5: To prepare Walden University graduates to actively identify and contribute to the forensic psychology profession by demonstrating attitudes and behaviors essential for lifelong learning, scholarly inquiry, advocacy, and professional problem solving, with a particular emphasis on positive social change.

Learning Outcome 5.1

Students will be able to discuss how social/political issues, policies, and events impact the field of forensic psychology.

Learning Outcome 5.2

Students will apply their knowledge of forensic psychology to scholarly and/or professional activities to promote positive social change.

Specialization Curriculum (106 cr.)

Foundation Course (5 cr.)

- PSYC 8000 - Foundations for Graduate Study in Psychology

Core Courses (71 cr.)

- PSYC 8215 - Lifespan Development♦

- PSYC 8101 - Introduction to Forensic Psychology♦
- RSCH 8100Y - Research Theory, Design, and Methods
- PSYC 8221 - Psychology of Personality♦
- PSYC 8116 - Understanding Forensic Psychology Research
- PSYC 8721 - Advanced Psychopathology♦
- RSCH 8200Y - Quantitative Reasoning and Analysis
- PSYC 8125 - Assessment in Forensic Psychology Settings
- PSYC 8113 - Ethical Issues and Professional Responsibilities in Forensic Psychology
- PSYC 8135 - Criminal Behavior♦
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8511 - Treatment of Forensic Populations♦
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis
- PSYC 8522 - Psychology in the Courts
- PSYC 8521 - Police Psychology
- PSYC 8115 - Writing a Quality Prospectus♦

Elective Courses (15 cr.)

Three elective courses selected from the graduate courses in the School of Psychology may be added anywhere in the student's program provided prerequisites are met.

Dissertation (20 cr.)

- PSYC 9000 - Dissertation (20 cr. minimum—5 cr. per term for four terms)

Course Sequence

<i>Quarter</i>	<i>Course</i>	<i>Credits</i>
1	PSYC 8000 - Foundations for Graduate Study in Psychology	5 cr.
	PSYC 8215 - Lifespan Development	5 cr.
2	PSYC 8101 - Introduction to Forensic Psychology	5 cr.
	RSCH 8100Y - Research Theory, Design, and Methods	4 cr.
3	PSYC 8221 - Psychology of Personality	5 cr.
	PSYC 8116 - Understanding Forensic Psychology Research	5 cr.
4	PSYC 8721 - Advanced Psychopathology	5 cr.
	RSCH 8200Y - Quantitative Reasoning and Analysis	4 cr.
5	PSYC 8125 - Assessment in Forensic Psychology Settings	5 cr.
	PSYC 8113 - Ethical Issues and Professional Responsibilities in Forensic Psychology	5 cr.
6	PSYC 8135 - Criminal Behavior	5 cr.
	RSCH 8300Y - Qualitative Reasoning and Analysis	4 cr.

7	PSYC 8511 - Treatment of Forensic Populations	5 cr.
	RSCH 8250Y - Advanced Quantitative Reasoning or Analysis OR RSCH 8350Y - Advanced Quantitative Reasoning or Analysis <i>OR</i> RSCH 8450Y - Advanced Mixed-Methods Reasoning and Analysis	4 cr.
8	PSYC 8522 - Psychology in the Courts	5 cr.
	PSYC 8521 - Police Psychology	5 cr.
9	PSYC 8115 - Writing a Quality Perspectus	5 cr.
10–13	PSYC 9000 - Dissertation	5 cr.

General Psychology Specialization

The General Psychology specialization—with focus in Teaching and in Research—prepares individuals to teach, mentor, and/or conduct culturally and contextually relevant research in psychology in institutions of higher education and to engage their knowledge and skills in applied settings. Students will gain the skills and acumen to make valuable contributions to the field of psychology. Students will examine the physical, social, emotional, and cognitive issues impacting human behavior and acquire the foundation necessary to plan and conduct relevant psychological research. Students may also explore the real-world legal and ethical issues faced by today’s industry professionals and choose among options to focus on teaching and/or research in psychology.

Program Goals and Learning Outcomes

PROGRAM GOAL 1: Walden University’s General Psychology graduates will acquire knowledge in the foundations of psychology.

Learning Outcome 1.1

Students will be able to articulate the general history of psychology by explaining the depth and breadth of the field from the perspective of a future educator and/or researcher.

Learning Outcome 1.2

Students will be able to discuss seminal works within the field of general psychology including the broad areas of biological/physiological, learning/cognition, and social/developmental psychology.

Learning Outcome 1.3

Students will be able to discuss how seminal works in the field of general psychology relate to education and/or research.

PROGRAM GOAL 2: Walden University’s General Psychology graduates apply knowledge and demonstrate skills in the scientific, methodological, and theoretical foundations of psychology with a focus on education and research.

Learning Outcome 2.1

Students will be able to synthesize principles of basic and advanced research methods to produce independent scholarly research.

Learning Outcome 2.2

Students will demonstrate proficiency in evaluating the effectiveness of empirically supported methods of research and/or teaching.

Learning Outcome 2.3

Students will synthesize theory and contemporary research to apply in the practice of research or teaching.

PROGRAM GOAL 3: Walden University's General Psychology graduates will demonstrate the ability to apply theoretical knowledge and research skills.

Learning Outcome 3.1

Students will integrate current theory and research to explain behavior in the biological, affective, social, individual differences, and cognitive areas of psychology.

Learning Outcome 3.2

Students will be able to apply evidence-based psychological research in various institutions and organizations.

PROGRAM GOAL 4: Walden University's General Psychology graduates will demonstrate the ability to work ethically and effectively with diverse populations.

Learning Outcome 4.1

Students will be able to describe experiences and perspectives of diverse populations including but not limited to race, culture, socioeconomics, age, gender, sexual orientation, and disability.

Learning Outcome 4.2

Students will apply relevant ethical codes (e.g., APA) to decision making with diverse populations in both research practice and work settings.

PROGRAM GOAL 5: To prepare Walden University graduates to actively identify and contribute to the general psychology profession by demonstrating attitudes and behaviors essential for lifelong learning, scholarly inquiry, advocacy and professional problem-solving as general psychologists, with a particular emphasis on positive social change.

Learning Outcome 5.1

Students will be able to discuss how social/political issues, policies, and events impact the field of general psychology.

Learning Outcome 5.2

Students will apply their knowledge of general psychology to scholarly and/or professional activities to promote positive social change.

Teaching Psychology Focus (106 cr.)

The Teaching Psychology focus prepares students to integrate psychological theory and practice, using scientific methods and evidence-based practice to inform undergraduate and graduate instruction that incorporates issues of cultural and individual diversity.

Students in the Teaching Psychology focus will

- Acquire a broad knowledge base in psychology and its history, ethics, research methods, and applications.
- Use psychological theory, research, and practice to inform instructional process and content.
- Apply psychological theories and research to educational practice.
- Develop the ability to promote attitudes and skills for lifelong learning, critical inquiry, and problem-solving in graduate and undergraduate learners.
- Develop the research skills necessary to make scholarly contributions to the field of psychology.

The Teaching Psychology focus consists of a foundation course, core and specialization courses, three elective courses, demonstration of research competency, and dissertation. Additional courses may be taken to provide breadth and depth of learning.

Foundation Course (5 cr.)

- PSYC 8000 - Foundations for Graduate Study in Psychology

Core Courses (26 cr.)

- RSCH 8100Y - Research Theory, Design, and Methods
- RSCH 8200Y - Quantitative Reasoning and Analysis
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8115 - Writing a Quality Prospectus♦
- PSYC 8703 - Ethics and Standards of Psychology♦
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis

Breadth Courses (25 cr.)

Must select two courses from the following list:

- PSYC 8207 - History and Systems of Psychology♦
- PSYC 8226 - Biopsychology♦
- PSYC 8238 - Cognitive and Affective Bases of Behavior♦
- PSYC 8316 - Tests and Measurement♦
- PSYC 8247 - Social Psychology♦

Must select three more courses from the list above and/or below:

- PSYC 8229 - Psychopathology
- PSYC 8241 - Human Motivation♦
- PSYC 8762 - Teaching of Psychology♦
- PSYC 8763 - Principles of Instructional Design♦
- PSYC 8764 - Instructional Design for Online Course Development♦
- PSYC 8202 - Survey Research Methods♦

- PSYC 8315 - Program Evaluation♦
- PSYC 8300 - Philosophical Foundations in Psychological Research♦
- PSYC 8701 - Culture and Psychology♦

Teaching Focus Courses (15 cr.)

- PSYC 8762 - Teaching of Psychology♦
- PSYC 8763 - Principles of Instructional Design♦
- PSYC 8764 - Instructional Design for Online Course Development♦

Elective Courses (15 cr.)

Three elective courses selected from the graduate courses in the School of Psychology may be added anywhere in the student's program, provided prerequisites are met.

Dissertation (20 cr.)

- PSYC 9000 - Dissertation (20 cr. minimum—5 cr. per term for a minimum of four terms)

Research Psychology Focus (105 cr.)

The Research and Evaluation focus prepares students to integrate psychological theory and practice, using scientific methods and evidence-based practice to apply their knowledge and skills about research and evaluation in a variety of settings.

Students in the Research focus will

- Acquire a broad knowledge base in psychology and its history, ethics, research methods, and applications.
- Develop the research skills necessary to make culturally and contextually relevant scholarly contributions to the field of psychology.
- Analyze and evaluate the theories and applications underlying multiple data collection techniques used in psychology.
- Use psychological theory and research to inform practice in a variety of public, private, governmental, and nongovernmental settings.
- Use research and evaluation strategies to study the efficacy, integrity, acceptability, transferability, and contextual and cultural relevance of programs and interventions.

Students in this focus also will

- Conceptualize, design, analyze, and evaluate a wide variety of research approaches and methodologies.
- Develop, implement, and evaluate programs and strategies.
- Collaborate with professionals in the development and application of research.
- Use research and evaluation strategies to examine social change from the psychological perspective of individuals, groups, organizations, and local and global communities.
- Serve as consultants in research, data analysis, and evaluation in a range of settings (e.g., higher education, government, public sector).

The Research focus consists of a foundation course, core and research focus courses, three elective courses, demonstration of research competency, and dissertation. Additional courses may be taken to provide breadth and depth of learning.

Foundation Course (5 cr.)

- PSYC 8000 - Foundations for Graduate Study in Psychology

Core Courses (26 cr.)

- RSCH 8100Y - Research Theory, Design, and Methods
- RSCH 8200Y - Quantitative Reasoning and Analysis
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8115 - Writing a Quality Prospectus♦
- PSYC 8703 - Ethics and Standards of Psychology♦
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis

Breadth Courses (25 cr.)

Must select two courses from the following list of courses:

- PSYC 8207 - History and Systems of Psychology♦
- PSYC 8215 - Lifespan Development♦
- PSYC 8226 - Biopsychology♦
- PSYC 8238 - Cognitive and Affective Bases of Behavior♦
- PSYC 8316 - Tests and Measurement♦
- PSYC 8247 - Social Psychology♦

Must select three more courses from the list above and/or below:

- PSYC 8721 - Advanced Psychopathology♦
- PSYC 8241 - Human Motivation♦
- PSYC 8762 - Teaching of Psychology♦
- PSYC 8763 - Principles of Instructional Design♦
- PSYC 8764 - Instructional Design for Online Course Development♦
- PSYC 8202 - Survey Research Methods♦
- PSYC 8315 - Program Evaluation♦
- PSYC 8300 - Philosophical Foundations in Psychological Research♦
- PSYC 8701 - Culture and Psychology♦

Research Focus Courses (14 cr.)

- PSYC 8202 - Survey Research Methods♦
- PSYC 8315 - Program Evaluation♦

Choose:

- RSCH 8350Y - Advanced Qualitative Reasoning and Analysis

OR

- RSCH 8450Y - Advanced Mixed-Methods Reasoning and Analysis

Elective Courses (15 cr.)

Three elective courses selected from the graduate courses in the School of Psychology may be added anywhere in the student's program, provided prerequisites are met.

Dissertation (20 cr.)

- PSYC 9000 - Dissertation (20 cr. minimum—5 cr. per term for a minimum of four terms)

Health Psychology Specialization (Ph.D.)

The Health Psychology specialization educates students on the complex relationship among psychological, social, and biological factors implicated in health and illness. This research-focused program prepares students to work in a variety of settings, such as health and wellness centers, corporations, research institutions, and academic institutions in research, teaching, psychoeducational, and administrative positions.

Health Psychology students will be able to develop the strong theoretical background to design and conduct research on the biological, psychological, behavioral, social, cultural, and environmental factors that contribute to health and illness. By learning how to apply advanced research methodologies, students can promote positive health behaviors and encourage change as a researcher in academic, medical, business, government, and community settings.

The Health Psychology specialization consists of a Foundation course, core and specialization courses, three elective courses, demonstration of research competency, and a dissertation.

Program Goals and Learning Outcomes

PROGRAM GOAL 1: Walden University's Health Psychology graduates will acquire knowledge in the foundations of psychology and will develop identities as health psychologists.

Learning Outcome 1.1

Students will explain behavior using current theory and research in the biological, affective, social, individual differences, and cognitive areas of psychology.

Learning Outcome 1.2

Students will be able to discuss how key issues within the field of health psychology impact health-related issues.

PROGRAM GOAL 2: Walden University's Health Psychology graduates apply knowledge and demonstrate skills in the scientific, methodological, and theoretical foundations of psychology from a scholar-practitioner perspective.

Learning Outcome 2.1

Students will be able to synthesize principles of basic and advanced research methods to produce independent scholarly research.

Learning Outcome 2.2

Students will be able to synthesize theory and research to apply in the practice of health psychology.

PROGRAM GOAL 3: Walden University's Health Psychology graduates will demonstrate proficiency in the use of empirically supported intervention techniques with diverse populations.

Learning Outcome 3.1

Students will be able to identify and describe personal and environmental factors that impact health.

Learning Outcome 3.2

Students will demonstrate proficiency in using empirically supported evidence to evaluate the effectiveness of health-related treatments.

PROGRAM GOAL 4: Walden University's Health Psychology graduates will demonstrate the ability to work ethically and effectively with diverse populations.

Learning Outcome 4.1

Students will be able to describe experiences and perspectives of diverse populations including but not limited to race, culture, socioeconomics, age, gender, sexual orientation, and disability.

Learning Outcome 4.2

Students will apply relevant ethical codes (e.g., APA) to decision making with diverse populations in both research practice and work settings.

PROGRAM GOAL 5: To prepare Walden University graduates to actively identify and contribute to the health psychology profession by demonstrating attitudes and behaviors essential for lifelong learning, scholarly inquiry, advocacy, and professional problem solving as health psychologists, with a particular emphasis on positive social change.

Learning Outcome 5.1

Students will be able to discuss how social/political issues, policies, and events impact the field of health psychology.

Learning Outcome 5.2

Students will engage in professional activities related to health psychology that promote positive social change.

Specialization Curriculum (106 cr.)

Foundation Course (5 cr.)

- PSYC 8000 - Foundations for Graduate Study in Psychology

Core Courses (66 cr.)

- PSYC 8745 - Health Psychology♦

- PSYC 8242 - Changing Health Behavior: Theory and Practice♦
- RSCH 8100Y - Research Theory, Design, and Methods
- PSYC 8226 - Biopsychology♦
- RSCH 8200Y - Quantitative Reasoning and Analysis
- PSYC 8748 - Stress and Coping♦
- PSYC 8202 - Survey Research Methods♦

Choose one:

- PSYC 8574 - Women's Health♦

OR

- PSYC 8573 - Child and Adolescent Health♦

OR

- PSYC 8815 - Contemporary Gerontology/Geriatric Psychology
- PSYC 8747 - Psychoneuroimmunology
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8115 - Writing a Quality Prospectus♦
- PSYC 8703 - Ethics and Standards of Psychology♦

Choose one:

- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis

OR

- RSCH 8350Y - Advanced Qualitative Reasoning and Analysis

OR

- RSCH 8450Y - Advanced Mixed-Methods Reasoning and Analysis
- PSYC 8741 - Psychopharmacology♦

Elective Courses (15 cr.)

Three elective courses selected from the graduate courses in the School of Psychology may be added anywhere in the student's program provided prerequisites are met.

Dissertation (20 cr.)

- PSYC 9000 - Dissertation (20 cr. minimum—5 cr. per term for minimum four terms)

Organizational Psychology Specialization

The Organizational Psychology specialization will help students make valuable contributions to their field and help build successful organizations by improving student performance and well-being of its people. Through this doctoral specialization, designed to deepen knowledge of workplace and organizational behavior, students will research selection, performance management, training and development, organizational behavior and development, leadership, motivation, and job-related attitudes.

Program Goals and Learning Outcomes

PROGRAM GOAL 1: Walden University's Organizational Psychology graduates will acquire knowledge in the foundations of psychology and will develop identities as organizational psychologists.

Learning Outcome 1.1

Students will explain behavior using current theory and research in the affective, social, individual differences, and cognitive areas of psychology.

Learning Outcome 1.2

Students will be able to articulate the history of organizational psychology, how the specialty of organizational psychology is unique, and how to develop an organizational psychology identity.

Learning Outcome 1.3

Students will be able to discuss how key issues such as individual behavior, leadership, job analysis, and performance measurement affects organizations.

PROGRAM GOAL 2: Walden University's Organizational Psychology graduates apply knowledge and demonstrate skills in the scientific, methodological, and theoretical foundations of psychology from a scholar-practitioner perspective.

Learning Outcome 2.1

Students will be able to synthesize principles of basic and advanced research methods to produce independent scholarly research.

Learning Outcome 2.2

Students will demonstrate proficiency in using evidence-based practices to evaluate the effectiveness of empirically supported talent management systems.

PROGRAM GOAL 3: Walden University's Organizational Psychology graduates will demonstrate proficiency in the use of scientific research-based organizational change techniques with diverse populations in various settings.

Learning Outcome 3.1

Students will be able to evaluate individual, group, organizational, leadership, and cultural diversity factors that impact organizational performance.

Learning Outcome 3.2

Students will use empirically based research to evaluate and document the impact of organizational change initiatives.

Learning Outcome 3.3

Students will be able to consult with organizations about the use of research-based best practices to incorporate issues of diversity in their organizational development activities.

PROGRAM GOAL 4: Walden University's Organizational Psychology graduates will demonstrate proficiency in conducting research and applying research-based practices in all aspects of job analysis, job fit, and performance measurement.

Learning Outcome 4.1

Students will be able to conduct valid and defensible job analysis projects for organizations.

Learning Outcome 4.2

Students will be able to identify appropriate methods and measures for valid, fair, and defensible worker-selection systems.

Learning Outcome 4.3

Students will be able to develop valid and useful performance measurement systems for assessing worker performance.

PROGRAM GOAL 5: To prepare Walden University graduates to actively identify and contribute to the organizational psychology profession by demonstrating attitudes and behaviors essential for lifelong learning, scholarly inquiry, advocacy, and professional problem solving as organizational psychologists, with a particular emphasis on positive social change.

Learning Outcome 5.1

Students will be able to discuss how social/political issues, policies, and events impact the field of organizational psychology.

Learning Outcome 5.2

Students will apply their knowledge to scholarly and/or professional activities related to organizational psychology to promote positive social change.

The Organizational Psychology specialization consists of a foundation course, core and specialization courses, two track courses, three elective courses, demonstration of research competency, and the dissertation sequence.

Specialization Curriculum (106 cr.)

Foundation Course (5 cr.)

- PSYC 8000 - Foundations for Graduate Study in Psychology

Core Courses (71 cr.)

- PSYC 8752 - Psychology of Organizational Behavior
- PSYC 8755 - Leadership and the Process of Change
- RSCH 8100Y - Research Theory, Design, and Methods
- PSYC 8214 - Consulting for Organizational Change♦
- RSCH 8200Y - Quantitative Reasoning and Analysis
- PSYC 8754 - Personnel Psychology in the Workplace

- PSYC 8551 - I/O Tests and Measurement♦
- PSYC 8552 - Psychology of Motivation at Work♦
- PSYC 8202 - Survey Research Methods♦
- PSYC 8579 - Job Attitudes, Measurement, and Change
- PSYC 8576 - Advanced Personnel Psychology♦
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8115 - Writing a Quality Prospectus♦
- PSYC 8703 - Ethics and Standards of Psychology♦
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis

Elective Courses (10 cr.)

Two elective courses selected from the graduate courses in the School of Psychology may be added anywhere in the student's program, provided prerequisites are met.

Dissertation (20 cr.)

- PSYC 9000 - Dissertation (20 cr. minimum—5 cr. per term for four terms)

Social Psychology Specialization

Students will apply knowledge of social psychological theory to conduct research on such important social issues as social cognition, attitudes, interpersonal processes, and group dynamics. Through this specialization, students can expand their understanding of how social factors influence human psychology and behavior and the use of sophisticated research methods to position themselves to teach and conduct research in higher education.

Program Goals and Learning Outcomes

PROGRAM GOAL 1: Walden University's Social Psychology graduates will acquire knowledge in the foundations of psychology and will develop identities as social psychologists.

Learning Outcome 1.1

Students will explain behavior using current theory and research in the affective, social, individual differences, and cognitive areas of psychology.

Learning Outcome 1.2

Students will be able to articulate the history of social psychology, how the specialty of social psychology is unique, and how to develop an identity as a social psychologist.

Learning Outcome 1.3

Students will be able to discuss how seminal works within the field of social psychology (including the areas of social cognition, social influence, attitudes, intergroup relations, and interpersonal relations) apply to social contexts.

PROGRAM GOAL 2: Walden University's Social Psychology graduates will acquire research-based skills relative to their work as social psychologists. These skills will be

related to areas such as social cognition, social influence, attitudes, intergroup relations, and interpersonal relations.

Learning Outcome 2.1

Students will be able to synthesize principles of basic and advanced research methods to produce independent, scholarly work.

Learning Outcome 2.2

Students will apply theory and contemporary research in the practice of a social psychologist.

PROGRAM GOAL 3: To prepare Walden University graduates to apply their theoretical knowledge and research skills in the areas of social cognition, social influence, attitudes, intergroup relations, and interpersonal relations.

Learning Outcome 3.1

Students will be able to explain how social psychological theory and research applies to behavior in social settings.

Learning Outcome 3.2

Students will be able to apply social psychological research methods in work environments known to utilize social psychological methods.

PROGRAM GOAL 4: Walden University's Social Psychology graduates will demonstrate the ability to work ethically and effectively with diverse populations.

Learning Outcome 4.1

Students will be able to describe experiences and perspectives of diverse populations including but not limited to race, culture, socioeconomics, age, gender, sexual orientation, and disability.

Learning Outcome 4.2

Students will apply relevant ethical codes (e.g., APA) to decision making with diverse populations in both research practice and work settings.

PROGRAM GOAL 5: To prepare Walden University graduates to actively identify and contribute to the social psychology profession by demonstrating attitudes and behaviors essential for lifelong learning, scholarly inquiry and research, advocacy, and professional problem solving as social psychologists, with a particular emphasis on positive social change.

Learning Outcome 5.1

Students will be able to discuss how social/political issues, policies and events impact the field of social psychology.

Learning Outcome 5.2

Students will be able to apply their knowledge of social psychology to scholarly and/or professional activities to promote positive social change.

Specialization Curriculum (106 cr.)

Foundation Course (5 cr.)

- PSYC 8000 - Foundations for Graduate Study in Psychology

Core Courses (66 cr.)

- PSYC 8247 - Social Psychology♦
- RSCH 8100Y - Research Theory, Design, and Methods
- PSYC 8201 - Social Cognition♦
- PSYC 8221 - Psychology of Personality♦
- RSCH 8200Y - Quantitative Reasoning and Analysis
- PSYC 8203 - Attitudes/Attitude Change♦
- PSYC 8202 - Survey Research Methods♦
- PSYC 8701 - Culture and Psychology♦
- PSYC 8204 - Intergroup Relations♦
- PSYC 8706 - Advanced Social Psychology♦
- RSCH 8300Y - Qualitative Reasoning and Analysis
- PSYC 8115 - Writing a Quality Prospectus♦
- RSCH 8250Y - Advanced Quantitative Reasoning and Analysis
- PSYC 8703 - Ethics and Standards of Psychology♦

Elective Courses (15 cr.)

Three elective courses selected from the graduate courses in the School of Psychology may be added anywhere in the student's program provided prerequisites are met.

Dissertation (20 cr.)

- PSYC 9000 - Dissertation (20 cr. minimum--5 cr. per term for a minimum of four terms)

Post-Doctoral Certificate Programs

Post-Doctoral Respecialization Certificate

Earning a Respecialization Certificate gives students the opportunity to gain theory and knowledge in a specialization other than the one they focused on in their degree work. Students complete a unique program of study that accounts for previous coursework and includes courses required to achieve essential knowledge in the new specialization.

Choose from any of the following specializations:

- Educational Psychology
- Forensic Psychology
- General Psychology
- Health Psychology
- Organizational Psychology

- Social Psychology

Completion Requirements

- PSYC 8000 - Foundations for Graduate Study in Psychology
- Specific coursework determined by the student and the School of Psychology's faculty chair for the specialization chosen
- Minimum 3.0 GPA

Time to completion may vary by student, depending on individual progress and credits transferred, if applicable. For a personalized estimate of time to completion, students should call an enrollment advisor at 1-866-492-5336.

Students should request information or speak with an enrollment advisor by calling 1-866-492-5336 for assistance in deciding which online program best fits their goals. A list of international toll-free phone numbers is available for students outside the United States.

Note on licensure:

The respecialization certificates are not licensure programs and do not prepare an individual to become a licensed psychology professional.

The Respecialization Certificates in (Clinical and Counseling Psychology are designed to prepare graduates to qualify to sit for psychology licensing exams. These certificates are designed to meet the academic licensure requirements of many state psychology boards. However, Walden University's licensure certificates in psychology are not accredited by the American Psychological Association (APA) and have not received designation by the Association of State and Provincial Psychology Boards/National Register (ASPPB/NR), which are requirements for licensure in some states. Because no graduate program can guarantee licensure upon graduation, we encourage students to consult the appropriate agency to determine specific requirements. For more information about licensure, students should visit the Association of State and Provincial Psychology Boards' Contact Page and contact the appropriate licensing body. International students are encouraged to identify and contact their appropriate licensing body.

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Psychology Respecialization Certificates](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

School of Public Policy and Administration

Undergraduate Certificates

Undergraduate Certificate in Homeland Security

In this certificate program, students will develop their skills to identify and plan responses to terrorist threats. Students will study the procedures for responding to attacks and expand their understanding of the types of weapons of mass destruction (WMD) and the impact of biological and chemical threats and disasters.

Students must meet the bachelor's degree admission requirements. Credit from courses taken for a certificate can be applied toward the B.S. in Criminal Justice or B.S. in Political Science and Public Administration.

Students must take all courses in sequence and receive a *B* or better in each course. *Note:* A grade of *B–* is not acceptable.

Certificate Requirements

- 30 total quarter credits

Certificate Curriculum (30 cr.)

- COMM 1001 - Contemporary Communications **Must be taken in first quarter**
- CRJS 1001 - Contemporary Criminal Justice Systems♦
- CRJS 3004 - Data Analysis for the Criminal Professional♦
- CRJS 4301 - Terrorism♦
- CRJS 4302 - Critical Incidents and Cross-Agency Coordination♦
- CRJS 4303 - WMD and Disaster Response♦

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [Undergraduate Certificate in Homeland Security](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Bachelor's Degree Programs

B.S. in Criminal Justice

Walden University's B.S. in Criminal Justice program is designed to help students gain the skills and knowledge to prepare for a career in law enforcement, the justice system, corrections,

homeland security, and social services. The program blends contemporary theory on the nature, extent, and cause of crime with the study of national and international criminal justice practices. Learning is supported through coursework and a final capstone project. The curriculum is based on the recommendations of the Academy of Criminal Justice Sciences. The program can help prepare students to become more effective social change agents in criminal justice organizations at the local, state, federal, or international levels.

Learning Outcomes

At the end of the program, students will be able to:

1. Explain concepts, theoretical perspectives, empirical findings, and trends in criminal justice.
2. Demonstrate the ability to apply legal and ethical principles to the criminal justice system.
3. Describe the structure, function, and interaction of key institutions in criminal justice.
4. Discuss the patterns, typologies, and root causes of crime.
5. Apply criminal justice concepts, processes, and practices to social justice and social change.

Concentrations

Students must complete one of the following concentrations.

- Computer Information Systems and Security
- Crime and Criminals
- Criminal Justice Management and Administration
- Homeland Security
- Human Services for Criminal Justice

Degree Requirements

- 181 total quarter credit hours (including 45 cr. completed at Walden)
- General education courses (45 cr.)
- First course (1 cr.)
- Core courses (40 cr.)
- Concentration courses (15–30 cr.)
- Elective courses (60–75 cr.)
- Capstone course (5 cr.)

Curriculum

Core Curriculum

General Education Courses (45 cr.)

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or 4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

First Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (40 cr.)

- CRJS 1001 - Contemporary Criminal Justice Systems♦
- CRJS 2001 - Criminology and Social Control♦
- CRJS 2002 - Juvenile Delinquency and Justice♦
- CRJS 2003 - Criminal Law♦
- CRJS 3001 - Corrections♦
- CRJS 3002 - Courts and Judicial Process♦
- CRJS 3003 - Law Enforcement♦
- CRJS 3004 - Data Analysis for the Criminal Professional♦

Elective Courses (60–75 cr.)

Students are to select 12 or 15 additional courses to fulfill the elective requirement, depending on the concentration. Students may choose courses from either general education courses, criminal justice concentration courses, or courses from any of Walden's bachelor's programs. At least three elective courses must be at the 3000 level or above. These credits of electives are in addition to the 5-credit general education elective.

Students are encouraged, but not required, to take an elective course specifically designed for this program.

- CRJS 3010 - Profiling Serial and Mass Murderers♦

Capstone Course (5 cr.)

- CRJS 4150 - Capstone: International Justice and Human Rights

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Criminal Justice](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

Computer Information Systems and Security Concentration

Note: *Students in this concentration are required to complete 12 courses (60 cr.) of electives.*

Today's criminals often leave a digital trail, and law enforcement agencies must protect confidential information as well as extract key data involved in crimes. This concentration will help students understand the technology infrastructure that underlies information systems, gain

access to key Internet services and applications, and learn to prevent information security network attacks. In this concentration, students will explore basic approaches to computer forensics, analyze information systems for evidence of illegal or inappropriate activities, and consider the legal, ethical, and policy implications of forensic techniques. This concentration will broaden the skills needed for a position as a computer and cyber crime professional in government, corporate information security departments, law enforcement agencies, and law firms.

Concentration Curriculum (30 cr.)

- CMIS 1002 - Information Technology Infrastructure♦
- CMIS 2001 - Internet Computing♦
- CMIS 4101 - Information Security and Privacy♦
- CMIS 4102 - Information Security Techniques I♦
- CMIS 4103 - Information Security Techniques II♦
- CMIS 4104 - Computer Forensics♦

Electives

Choose 12 courses from general education, B.S. in Criminal Justice, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 60 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Crime and Criminals Concentration

As crime continues to plague large cities and small communities throughout the world, the need for criminal investigators continues to grow. In this concentration, students study criminal theories and behavior and discover the proper way to conduct a criminal investigation, including assessing a crime scene; handling witnesses, suspects, and informants; and administering surveillance techniques. The world of drugs, gangs, and organized crime will be explored, along with the impact of these group activities on crime and policing. Students should consider this concentration if they are interested in exploring the world of gangs and organized crime units and task forces or if they are interested in working as a crime scene investigator, criminologist, researcher, or detective.

Concentration Curriculum (15 cr.)

- CRJS 4101 - Criminal Evidence and Investigation♦
- CRJS 4102 - The Criminal Mind♦
- CRJS 4103 - Drugs, Gangs, and Organized Crime♦

Electives

Choose 15 courses from general education, B.S. in Criminal Justice, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 75 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Criminal Justice Management and Administration Concentration

Managers and organizational leaders must learn to successfully guide criminal justice organizations into the global 21st century. In this concentration, students will study how to create and apply policies and budgets to successfully manage their organizations. They will develop and integrate models of cross-agency coordination among regional, state, national, and international agencies in anticipation and response to typical critical incidents. And they will prepare for positions in a range of departments of local and regional law enforcement offices, in victim and advocacy services, and in criminal justice-related nonprofit organizations.

Concentration Curriculum (15 cr.)

- CRJS 4401 - Management and Supervision in Criminal Systems♦
- CRJS 4402 - Planning and Budgeting♦
Choose one:
- CRJS 4302 - Critical Incidents and Cross-Agency Coordination♦
- CRJS 4202 - Mobilizing and Coordinating Community Response♦

Electives

Choose 15 courses from general education, B.S. in Criminal Justice, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 75 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. Electives can also be used to complete a six-course minor.

Homeland Security Concentration

In the wake of the events on 9/11, the field of homeland security has grown exponentially. Students who want to learn more about standard operating procedures for identifying, planning for, and responding to terrorist threats, as well as patterns and trends related to terrorism, should consider the Homeland Security concentration. Students will explore all types of weapons of mass destruction, including biological and chemical threats and disasters, and they will discover how to manage such incidents. Students will also study the skills required for a homeland security position with the border patrol; local and regional first responders; hazardous material response teams; and emergency relief agencies such as the Federal Emergency Management Administration.

Concentration Curriculum (15 cr.)

- CRJS 4301 - Terrorism♦
- CRJS 4302 - Critical Incidents and Cross-Agency Coordination♦
- CRJS 4303 - WMD and Disaster Response♦

Electives

Choose 15 courses from general education, B.S. in Criminal Justice, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 75 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. **Note on Minors:** Electives can also be used to complete a six-course minor.

Human Services for Criminal Justice Concentration

Victims who return safely to their communities often need help addressing the injustices they have experienced. This concentration is ideal for individuals who want to work as an advocate for victims or communities or who want to work directly with victims in social services and nonprofit organizations. Students will study how to assess the needs of victims and to identify community resources and responses, as well as analyze contemporary problems and trends in victimology. In addition, students will explore restorative justice strategies to repair the harm caused by criminal behavior and to return criminals and victims to the community for productive, crime-free lives.

Concentration Curriculum (15 cr.)

- CRJS 4201 - Restorative Justice♦
- CRJS 4202 - Mobilizing and Coordinating Community Response♦
- CRJS 4203 - Victimology♦

Electives

Choose 15 courses from general education, B.S. in Criminal Justice, or other Walden bachelor's degree programs. At least 15 credits must be at the 3000–4000 level. Elective credits should total 75 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

B.S. in Political Science and Public Administration

Delivering a unique blend of theory and application, Walden's B.S. in Political Science and Public Administration program helps prepare students to advance their careers in public service or in the private sector—empowering them to effect positive change in their organizations and their communities. This degree can also help set the foundation for graduate study across a variety of disciplines, including law and public administration.

Through Walden's new B.S. in Political Science and Public Administration program, students will have the opportunity to:

- Explore the foundations of American government, as well as contemporary issues and debates related to constitutional law and the judicial process.
- Understand the tools, skills, and strategies of today's successful public-sector leaders and the intricacies involved in shaping public policy.
- Examine the ethical considerations facing leaders today and learn how to build organizations that reflect strong values.
- Address top issues and challenges in 21st century global politics, from energy and trade to human rights and healthcare.
- Develop essential leadership skills in human resources, communications, planning, and budgeting.

Learning Outcomes

At the end of the program, students will be able to:

1. Explain the constitutional, legal, institutional, and political foundations of American government.
2. Explain the historical development and contemporary context of public administration in the United States.
3. Define ethical leadership and evaluate its importance in contemporary government and public administration.
4. Explain the principal dimensions of major global issues and their relevance to choices made at the national, state, and local levels.
5. Identify key debates over political principles that have endured over time and describe how these debates manifested in several contemporary political controversies.
6. Explain how public policy is formulated and implemented.
7. Describe how public sector organizations function with their political, social, and economic context.
8. Demonstrate how the methods of political science, public administration, or social entrepreneurship can be used to solve problems and create positive social change.
9. General

Concentrations

- Global Issues and Social Justice
- Law and Legal Studies
- Managing in the Public Environment
- Public Service Through Civic Engagement
- Social Entrepreneurship

Degree Requirements

- 181 total quarter credits (including 45 cr. completed at Walden)
- Required first course (1 cr.)
- General education courses (45 cr.)
- Core courses (35 cr.)
- Concentration courses (25 cr.)
- Elective courses (70 cr.)
- Capstone course (5 cr.)

Curriculum

General Education Courses (45 cr.)

See the general education section of this *Walden University Catalog*.

Note: A minimum of 55 quarter credits must be completed at the 3000 or 4000 level in order to meet program requirements. In some cases, this means that students will need to select 3000 or

4000 level courses as either general education or elective options. Students should consult their academic advisor if they have questions about individual program requirements.

First Course (1 cr.)

- WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (35 cr.)

The following courses are required as part of the B.S. in Political Science and Public Administration core:

- POLI 1001 - American Government and Politics♦
- PSPA 1002 - Global Issues in Politics♦
- PSPA 1003 - Political Controversies♦
- PSPA 3001 - Constitutional Law♦
- PSPA 2001 - Principles of Public Administration♦
- PSPA 2002 - The Making of Public Policy♦
- PSPA 3002 - Ethics in Public Leadership♦

Elective Courses (70 cr.)

Choose 14 courses from general education, B.S. in Political Science and Public Administration, or other Walden bachelor's degree programs. At least 15 credits for each concentration* must be at the 3000–4000 level. Elective credits should total 70 to meet the program requirements. Students may also be eligible to transfer previous credit to meet their elective requirements. *Note on Minors:* Electives can also be used to complete a six-course minor.

**Please Note:* At least 20 credits for the General and Social Entrepreneurship concentrations must be at the 3000–4000 level.

Also Note: RN-BSN courses are not available to students outside the RN-BSN program.

Capstone Course (5 cr.)

- PSPA 4080 - Capstone

Program Data

Walden is committed to providing the information about your program. Please find detailed information for the [B.S. in Political Science and Public Administration](#) program relating to the types of occupations this program may lead to, completion rate, program costs, and median loan debt of students who have graduated from this program.

General

Through the diverse curriculum of the General Program, students can broaden their understanding of both political science and public administration. In the General Program, students explore the topics and study the skills that are most relevant to today's political and public landscape. The knowledge gained can help students prepare for a variety of career options in public, private, and nonprofit sectors.

Concentration Curriculum (25 cr.)

Students may choose five PSPA course (of 5 cr. each), three of which should be at the 3000- or 4000-level.

Global Issues and Social Justice Concentration

In this concentration, students will develop solutions that enable changes to local and global communities through understanding the international implications of local decisions and the local implications of international decisions. Cultural, political and geographical sensitivity will be highlighted with special emphasis on issues of social justice.

Learning Outcomes

At the end of this program, students will be able to:

1. Explain the constitutional, legal, institutional, and political foundations of American government.
2. Explain the historical development and contemporary context of public administration in the United States.
3. Define ethical leadership and evaluate its importance in contemporary government and public administration.
4. Explain the principal dimensions of major global issues and their relevance to choices made at the national, state, and local levels.
5. Identify key debates over political principles that have endured over time and describe how these debates manifested in several contemporary political controversies.
6. Explain how public policy is formulated and implemented.
7. Describe how public sector organizations function with their political, social, and economic context.
8. Demonstrate how the methods of political science, public administration, or social entrepreneurship can be used to solve problems and create positive social change.
9. Describe current social, political, and economic issues and trends around the world.
10. Discuss ways to promote social justice in communities around the world.

Concentration Curriculum (25 cr.)

Required Courses (20 cr.)

- PSPA 3040 - Global Social Justice♦
- HLTH 3115 - Public and Global Health♦
- COMM 4001 - Intercultural Communication♦
- PSPA 4040 - Service in the Global Community♦

Students must also choose an upper-level course in addition to the four prescribed courses listed above.

Law and Legal Studies Concentration

In this concentration, students will gain a better understanding and awareness of the legal system in the United States. Students will learn about the structure and processes of the law and how it relates to their personal and professional worlds. The law is an increasingly key aspect of business, government, and other related sectors, and this concentration can help students excel and advance in these arenas.

Learning Outcomes

At the end of this program, students will be able to:

1. Explain the constitutional, legal, institutional, and political foundations of American government.
2. Explain the historical development and contemporary context of public administration in the United States.
3. Define ethical leadership and evaluate its importance in contemporary government and public administration.
4. Explain the principal dimensions of major global issues and their relevance to choices made at the national, state, and local levels.
5. Identify key debates over political principles that have endured over time and describe how these debates manifested in several contemporary political controversies.
6. Explain how public policy is formulated and implemented.
7. Describe how public sector organizations function with their political, social, and economic context.
8. Demonstrate how the methods of political science, public administration, or social entrepreneurship can be used to solve problems and create positive social change.
9. Analyze legal debates surrounding key social issues.
10. Explain key legal concepts and cases.

Concentration Curriculum (25 cr.)

Required Courses (20 cr.)

- CRJS 2003 - Criminal Law♦
- PSPA 3010 - Civil Law♦
- CRJS 3002 - Courts and Judicial Process♦
- PSPA 4010 - Contemporary Legal Debates♦

Students must also choose an upper-level course in addition to the four prescribed courses listed above.

Managing in the Public Environment Concentration

This concentration provides students with information about the context and methods of management in the public sector. The concentration is for students seeking management

positions or graduate education in public policy and administration or who will work in non-profit and for-profit organizations that interface with the public sector.

Learning Outcomes

At the end of this course, students will be able to:

1. Explain the constitutional, legal, institutional, and political foundations of American government.
2. Explain the historical development and contemporary context of public administration in the United States.
3. Define ethical leadership and evaluate its importance in contemporary government and public administration.
4. Explain the principal dimensions of major global issues and their relevance to choices made at the national, state, and local levels.
5. Identify key debates over political principles that have endured over time and describe how these debates manifested in several contemporary political controversies.
6. Explain how public policy is formulated and implemented.
7. Describe how public sector organizations function with their political, social, and economic context.
8. Demonstrate how the methods of political science, public administration, or social entrepreneurship can be used to solve problems and create positive social change.
9. Develop solutions to challenges faced by managers in the public and nonprofit sectors.
10. Describe the skills and leadership characteristics that are necessary in effectively managing public programs, processes, and personnel.

Concentration Curriculum (25 cr.)

Required Courses (20 cr.)

- PSPA 3020 - Principles of Public Personnel Management and Human Resources♦
- PSPA 4020 - New Skills for Leaders in the Public Sector♦
- PSPA 2020 - Complex Organizations♦
- CRJS 4402 - Planning and Budgeting♦

Students must also choose an upper-level course in addition to the four prescribed courses listed above.

Public Service Through Civic Engagement Concentration

Students will engage in learning the keys to developing meaningful activism that promotes social change through grassroots and intercultural communication and organization. This concentration will also feature community leadership and volunteerism as methods to facilitate social change within the public sector.

Learning Outcomes

At the end of this course, students will be able to:

1. Explain the constitutional, legal, institutional, and political foundations of American government.
2. Explain the historical development and contemporary context of public administration in the United States.
3. Define ethical leadership and evaluate its importance in contemporary government and public administration.
4. Explain the principal dimensions of major global issues and their relevance to choices made at the national, state, and local levels.
5. Identify key debates over political principles that have endured over time and describe how these debates manifested in several contemporary political controversies.
6. Explain how public policy is formulated and implemented.
7. Describe how public sector organizations function with their political, social, and economic context.
8. Demonstrate how the methods of political science, public administration, or social entrepreneurship can be used to solve problems and create positive social change.
9. Develop a plan of action for mobilizing individuals and groups to effect positive changes in their communities.
10. Articulate the skills necessary for an effective social change agent and explain their role in leading communities toward positive social change.

Concentration Curriculum (25 cr.)

Required Courses (20 cr.)

- COMM 4001 - Intercultural Communication♦
- PSPA 3030 - Social Change in the Community♦
- PSPA 2030 - Leadership and Volunteerism♦
- PSPA 4030 - Communication for Social Change♦

Students must also choose an upper-level course in addition to the four prescribed courses listed above.

Social Entrepreneurship Concentration

Social entrepreneurs work with others to combine resources in unique ways to change underlying social structures. In this concentration, students will learn to break through the status-quo, reallocate resources, and creatively address challenges communities encounter. Through planning and budgeting, leadership and volunteerism, and small business entrepreneurship, students will develop the skills to become an agent of change.

Learning Outcomes

At the end of this program, students will be able to:

1. Explain the constitutional, legal, institutional, and political foundations of American government.
2. Explain the historical development and contemporary context of public administration in the United States.
3. Define ethical leadership and evaluate its importance in contemporary government and public administration.
4. Explain the principal dimensions of major global issues and their relevance to choices made at the national, state, and local levels.
5. Identify key debates over political principles that have endured over time and describe how these debates manifested in several contemporary political controversies.
6. Explain how public policy is formulated and implemented.
7. Describe how public sector organizations function with their political, social, and economic context.
8. Demonstrate how the methods of political science, public administration, or social entrepreneurship can be used to solve problems and create positive social change.
9. Identify entrepreneurial opportunities that can positively impact local, national, and global communities.
10. Explain the key concepts and methods of social entrepreneurship.

Concentration Curriculum (25 cr.)

Required Courses (20 cr.)

- PSPA 2050 - Social Entrepreneurship♦
- CRJS 4402 - Planning and Budgeting♦
- PSPA 2030 - Leadership and Volunteerism♦
- BUSI 3004 - Entrepreneurship for Small Business♦

Students must also choose an upper-level course in addition to the four prescribed courses listed above.

B.S. in Criminal Justice to M.S. in Forensic Psychology Articulation

Walden University's advanced undergraduate criminal justice students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Psychology, M.S. in Forensic Psychology, or Master of Public Administration (M.P.A.) programs.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.

- The student must have completed all general education and core requirements of the Bachelor of Science in Criminal Justice.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the M.S. in Forensic Psychology program:

- FPSY 5101 - Introduction to Forensic Psychology
- FPSY 5720 - Abnormal Behavior
- FPSY 5115 - Understanding Forensic Psychology Research
- FPSY 5125 - Assessment in Forensic Psychology Settings
- FPSY 5135 - Criminal Behavior
- FPSY 5145 - Ethical Issues and Professional Responsibilities in Forensic Psychology

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's (AIM) courses and who are graduating (or have graduated) from the B.S. in Criminal Justice program are invited to apply to the M.S. in Forensic Psychology program. Upon acceptance to Walden's M.S. in Forensic Psychology program, up to five courses can be applied to degree completion requirements.

- PSYC 6001 - Foundations for Graduate Study in Psychology **Required**
- FPSY 6101 - Introduction to Forensic Psychology♦ Students who successfully complete FPSY 5101 - Introduction to Forensic Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6720 - Abnormal Behavior♦ Students who successfully complete FPSY 5720 - Abnormal Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6115 - Understanding Forensic Psychology Research♦ Students who successfully complete FPSY 5115 - Understanding Forensic Psychology Research (5 cr.) with a *B* or better can have this course waived.
- FPSY 6125 - Assessment in Forensic Psychology Settings♦ Students who successfully complete FPSY 5125 - Assessment in Forensic Psychology (5 cr.) with a *B* or better can have this course waived.
- FPSY 6135 - Criminal Behavior♦ Students who successfully complete FPSY 5135 - Criminal Behavior (5 cr.) with a *B* or better can have this course waived.
- FPSY 6145 - Ethical Issues and Professional Responsibilities in Forensic Psychology♦ Students who successfully complete FPSY 5145 - Ethical Issues and Professional

Responsibilities in Forensic Psychology (5 cr.) with a *B* or better can have this course waived.

- FPSY XXXX Specialization Elective (5 cr.) **Required**
- PSYC 6393 - M.S. in Psychology Capstone **OR** FPSY 6915 - Field Experience **Required**

B.S. in Criminal Justice to M.S. in Psychology Articulation

Walden University's advanced undergraduate criminal justice students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Psychology, M.S. in Forensic Psychology, or Master of Public Administration (M.P.A.) programs.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Criminal Justice.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the M.S. in Psychology program:

- PSYC 5205 - History and Systems of Psychology
- PSYC 5211 - Contemporary Issues in Psychology
- PSYC 5235 - Cognitive Psychology
- PSYC 5240 - Human Motivation
- PSYC 5245 - Social Psychology
- PSYC 5305 - Statistics 1
- PSYC 5310 - Research Design
- PSYC 5315 - Tests and Measurement

- PSYC 5701 - Culture and Psychology

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's (AIM) courses and who are graduating (or have graduated) from the B.S. in Criminal Justice program are invited to apply to the M.S. in Psychology program. Upon acceptance to Walden's M.S. in Psychology program, up to five courses can be applied to degree completion requirements.

- PSYC 6001 - Foundations for Graduate Study in Psychology **Required**
- PSYC 6211 - Contemporary Issues in Psychology♦ Students who successfully complete PSYC 5211 - Contemporary Issues in Psychology (5 cr.) with a *B* or better can have this course waived.
- PSYC 6205 - History and Systems of Psychology♦ Students who successfully complete PSYC 5205 - History and Systems of Psychology (5 cr.) with a *B* or better can have this course waived.
- PSYC 6305 - Statistics 1♦ Students who successfully complete PSYC 5305 - Statistics (5 cr.) with a *B* or better can have this course waived.
- PSYC 6240 - Human Motivation♦ Students who successfully complete PSYC 5240 - Human Motivation (5 cr.) with a *B* or better can have this course waived.
- PSYC 6310 - Research Design♦ Students who successfully complete PSYC 5310 - Research Design (5 cr.) with a *B* or better can have this course waived.
- PSYC 6235 - Cognitive Psychology♦ Students who successfully complete PSYC 5235 - Cognitive Psychology (5 cr.) with a *B* or better can have this course waived.
- PSYC 6315 - Tests and Measurement♦ Students who successfully complete PSYC 5315 - Tests and Measurements (5 cr.) with a *B* or better can have this course waived.
- PSYC 6245 - Social Psychology♦ Students who successfully complete PSYC 5245 - Social Psychology (5 cr.) with a *B* or better can have this course waived.
- PSYC 6701 - Culture and Psychology♦ Students who successfully complete PSYC 5701 - Culture and Psychology (5 cr.) with a *B* or better can have this course waived.
- PSYC XXXX Elective (5 cr.) **Required**
- PSYC 6393 - M.S. in Psychology Capstone **Required**

B.S. in Criminal Justice to Master of Public Administration (M.P.A.) Articulation

Walden University's advanced undergraduate criminal justice students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Psychology, M.S. in Forensic Psychology, or Master of Public Administration (M.P.A.) programs.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.

- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Criminal Justice.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the Master of Public Administration (M.P.A.) program:

- MMPA 5200 - Introduction to Public Administration
- MMPA 5405 - Ethics and Social Justice
- MMPA 5420 - Organizational Management and Leadership
- MMPA 5431 - Finance and Budgeting for the Public Sector
- MMPA 5435 - Human Resource Management: Building a Capable Workforce
- MMPA 5451 - Public Policy Analysis
- MMPA 5480 - Applied Research and Evaluation Methods

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's courses and who are graduating (or have graduated) from the B.S. in Criminal Justice program are invited to apply to the Master of Public Administration program. Upon acceptance to Walden's Master of Public Administration (M.P.A.) program, up to five courses can be applied to degree completion requirements.

- MMPA 6115 - Foundations for Graduate Study **Required**
- MMPA 6200 - Introduction to Public Administration♦ Students who successfully complete MMPA 5200 - Introduction to Public Administration (5 cr.) with a *B* or better can have this course waived.
- MMPA 6405 - Ethics and Social Justice♦ Students who successfully complete MMPA 5405 - Ethics and Social Justice (5 cr.) with a *B* or better can have this course waived.
- MMPA 6420 - Organizational Management and Leadership♦ Students who successfully complete MMPA 5420 - Organizational Management and Leadership (5 cr.) with a *B* or better can have this course waived.
- MMPA 6431 - Finance and Budgeting for the Public Sector♦ Students who successfully complete MMPA 5431 - Finance and Budgeting for the Public Sector (5 cr.) with a *B* or better can have this course waived.

- MMPA 6435 - Human Resource Management: Building a Capable Workforce♦ Students who successfully complete MMPA 5435 - Human Resource Management: Building a Capable Workforce (5 cr.) with a *B* or better can have this course waived.
- MMPA 6461 - Public Sector Economics♦ **Required**
- MMPA 6465 - Strategic Planning: Collaboration, Cooperation, and Coordination♦ **Required**
- MMPA 6451 - Public Policy Analysis♦ Students who successfully complete MMPA 5451 - Public Policy Analysis (5 cr.) with a *B* or better can have this course waived.
- MMPA 6480 - Applied Research and Evaluation Methods♦ Students who successfully complete MMPA 5480 - Applied Research and Evaluation Methods (5 cr.) with a *B* or better can have this course waived.
- MMPA 6910 - Master of Public Administration Capstone **Required**

B.S. in Criminal Justice to Master of Public Policy (M.P.P.)

Walden University's advanced undergraduate criminal justice students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Psychology, M.S. in Forensic Psychology, Master of Public Administration (M.P.A.), or Master of Public Policy (M.P.P.) programs.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Criminal Justice.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to four of the following courses for the Master of Public Policy (M.P.P.) program:

- MMPP 5280 - Policy and Politics in American Political Institutions
- MMPP 5281 - Program Evaluation
- MMPP 5282 - Public Policy and Finance
- MMPP 5379 - Advanced Methods in Public Policy Analysis and Evaluation

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's courses and who are graduating (or have graduated) from the B.S. in Criminal Justice program are invited to apply to the Master of Public Policy program. Upon acceptance to Walden's Master of Public Policy (M.P.P.) program, up to four courses can be applied to degree completion requirements.

- MMPP 6115 - Foundations for Graduate Study♦ **Required**
- MMPP 6405 - Ethics and Social Justice♦ **Required**
- MMPP 6465 - Strategic Planning: Collaboration, Cooperation, and Coordination♦ **Required**
- MMPP 6112 - Governance and Public Policy♦ **Required**
- MMPP 6431 - Finance and Budgeting for the Public Sector♦
- MMPP 6111 - Leadership and Organizational Change♦
- MMPP 6280 - Policy and Politics in American Political Institutions♦ Students who successfully complete MMPP 5280 - Policy and Politics in American Political Institutions (5 cr.) with a *B* or better can have this course waived.
- MMPP 6281 - Program Evaluation♦ Students who successfully complete MMPP 5281 - Program Evaluation (5 cr.) with a *B* or better can have this course waived
- MMPP 6282 - Public Policy and Finance♦ Students who successfully complete MMPP 5282 - Public Policy and Finance (5 cr.) with a *B* or better can have this course waived.
- MMPP 6379 - Advanced Methods in Public Policy Analysis and Evaluation♦ Students who successfully complete MMPP 5379 - Advanced Methods in Public Policy Analysis and Evaluation (5 cr.) with a *B* or better can have this course waived.
- MMPP 6450 - Historical and Contemporary Issues in Criminal Justice♦ **Required**
- MMPP 6452 - Policy Analysis in the Criminal Justice System♦ **Required**
- MMPP 6453 - Leadership: Putting Theory Into Practice in Criminal Justice Administration♦ **Required**
- MMPP 6910 - Capstone Seminar♦ **Required**

B.S. in Criminal Justice to Master of Public Policy (M.P.P.) Articulation

Walden University's advanced undergraduate criminal justice students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's M.S. in Psychology, M.S. in Forensic Psychology, Master of Public Administration (M.P.A.), or Master of Public Policy (M.P.P) programs.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.

- The student must have completed all general education and core requirements of the Bachelor of Science in Criminal Justice.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose the four following courses for the Master of Public Policy (M.P.P) program:

- MMPP 5280 - Policy and Politics in American Political Institutions
- MMPP 5281 - Program Evaluation
- MMPP 5282 - Public Policy and Finance
- MMPP 5379 - Advanced Methods in Public Policy Analysis and Evaluation

Articulation Requirements

Walden University students who have successfully completed Accelerate into Master's courses and who are graduating (or have graduated) from the B.S. in Criminal Justice program are invited to apply to the Master of Public Policy program. Upon acceptance to Walden's Master of Public Policy (M.P.P.) program, up to four courses can be applied to degree completion requirements.

- MMPP 6115 - Foundations for Graduate Study♦ **Required**
- MMPP 6405 - Ethics and Social Justice♦ **Required**
- MMPP 6465 - Strategic Planning: Collaboration, Cooperation, and Coordination♦ **Required**
- MMPP 6112 - Governance and Public Policy♦ **Required**
- MMPP 6431 - Finance and Budgeting for the Public Sector♦
- MMPP 6111 - Leadership and Organizational Change♦
- MMPP 6379 - Advanced Methods in Public Policy Analysis and Evaluation♦ Students who successfully complete MMPP 5379 - Advanced Methods in Public Policy Analysis and Evaluation (5 cr.) with a *B* or better can have this course waived.
- MMPP 6450 - Historical and Contemporary Issues in Criminal Justice♦ **Required**
- MMPP 6452 - Policy Analysis in the Criminal Justice System♦ **Required**
- MMPP 6453 - Leadership: Putting Theory Into Practice in Criminal Justice Administration♦ **Required**
- MMPP 6910 - Capstone Seminar♦ **Required**

B.S. in Political Science and Public Administration to M.S. in Nonprofit Management and Leadership Articulation

Walden University's advanced undergraduate political science and public administration students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's Master of Public Health, M.S. in Nonprofit Management and Leadership, or Master of Public Administration (M.P.A.) program.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Political Science and Public Administration.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the M.S. in Nonprofit Management and Leadership program:

- NPMG 5200 - Introduction to the Nonprofit Sector
- NPMG 5405 - Ethics and Social Justice
- NPMG 5420 - Organizational Management and Leadership
- NPMG 5431 - Finance and Budgeting for the Nonprofit Sector
- NPMG 5435 - Human Resource Management: Building a Capable Workforce
- NPMG 5451 - Board Governance and Volunteer Management
- NPMG 5480 - Applied Research and Evaluation Methods

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's courses and who are graduating (or have graduated) from the B.S. in Political Science and Public Administration program are invited to apply to the Master of Public Administration program. Upon acceptance to Walden's M.S. in Nonprofit Management and Leadership program, up to five courses can be applied to degree completion requirements.

- NPMG 6115 - Foundations for Graduate Study **Required**

- NPMG 6200 - Introduction to the Nonprofit Sector♦ Students who successfully complete NPMG 5200 - Introduction to the Nonprofit Sector (5 cr.) with a *B* or better can have this course waived.
- NPMG 6405 - Ethics and Social Justice♦ Students who successfully complete NPMG 5405 - Ethics and Social Justice (5 cr.) with a *B* or better can have this course waived.
- NPMG 6420 - Organizational Management and Leadership♦ Students who successfully complete NPMG 5420 - Organizational Management and Leadership (5 cr.) with a *B* or better can have this course waived.
- NPMG 6431 - Finance and Budgeting for the Nonprofit Sector♦ Students who successfully complete NPMG 5431 - Finance and Budgeting for the Nonprofit Sector (5 cr.) with a *B* or better can have this course waived.
- NPMG 6435 - Human Resource Management: Building a Capable Workforce♦ Students who successfully complete NPMG 5435 - Human Resource Management: Building a Capable Workforce (5 cr.) with a *B* or better can have this course waived.
- NPMG 6451 - Board Governance and Volunteer Management♦ Students who successfully complete NPMG 5451 - Board Governance and Volunteer Management (5 cr.) with a *B* or better can have this course waived.
- NPMG 6461 - Resource Development♦ **Required**
- NPMG 6465 - Strategic Planning: Collaboration, Cooperation, and Coordination♦ **Required**
- NPMG 6480 - Applied Research and Evaluation Methods♦ Students who successfully complete NPMG 5480 - Applied Research and Evaluation Methods (5 cr.) with a *B* or better can have this course waived.
- NPMG 6910 - M.S. in Nonprofit Management and Leadership Capstone **Required**

B.S. in Political Science and Public Administration to Master of Public Administration (M.P.A.) Articulation

Walden University's advanced undergraduate political science and public administration students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's Master of Public Health, M.S. in Nonprofit Management and Leadership, or Master of Public Administration (M.P.A.) programs.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Political Science and Administration.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to five of the following courses for the Master of Public Administration (M.P.A.) program:

- MMPA 5200 - Introduction to Public Administration
- MMPA 5405 - Ethics and Social Justice
- MMPA 5420 - Organizational Management and Leadership
- MMPA 5431 - Finance and Budgeting for the Public Sector
- MMPA 5435 - Human Resource Management: Building a Capable Workforce
- MMPA 5451 - Public Policy Analysis
- MMPA 5480 - Applied Research and Evaluation Methods

Articulation Requirements

Walden University students who have successfully completed Accelerate Into Master's (AIM) courses and who are graduating (or have graduated) from the B.S. in Political Science and Public Administration program are invited to apply to the Master of Public Administration program (M.P.A.). Upon acceptance to Walden's Master of Public Administration (M.P.A.) program, up to five courses can be applied to degree completion requirements.

- MMPA 6115 - Foundations for Graduate Study **Required**
- MMPA 6200 - Introduction to Public Administration♦ Students who successfully complete MMPA 5200 Introduction to Public Administration (5 cr.) with a *B* or better can have this course waived.
- MMPA 6405 - Ethics and Social Justice♦ Students who successfully complete MMPA 5405 Ethics and Social Justice (5 cr.) with a *B* or better can have this course waived.
- MMPA 6420 - Organizational Management and Leadership♦ Students who successfully complete MMPA 5420 Organizational Management and Leadership (5 cr.) with a *B* or better can have this course waived.
- MMPA 6431 - Finance and Budgeting for the Public Sector♦ Students who successfully complete MMPA 5431 Finance and Budgeting for the Public Sector (5 cr.) with a *B* or better can have this course waived.
- MMPA 6435 - Human Resource Management: Building a Capable Workforce♦ Students who successfully complete MMPA 5435 Human Resource Management: Building a Capable Workforce (5 cr.) with a *B* or better can have this course waived.
- MMPA 6461 - Public Sector Economics♦ **Required**
- MMPA 6465 - Strategic Planning: Collaboration, Cooperation, and Coordination♦ **Required**
- MMPA 6451 - Public Policy Analysis♦ Students who successfully complete MMPA 5451 Public Policy Analysis (5 cr.) with a *B* or better can have this course waived.

- MMPA 6480 - Applied Research and Evaluation Methods♦ Students who successfully complete MMPA 5480 Applied Research and Evaluation Methods (5 cr.) with a *B* or better can have this course waived.
- MMPA 6910 - Master of Public Administration Capstone **Required**

B.S. in Political Science and Public Administration to Master of Public Health (M.P.H.) Articulation

Walden University's advanced undergraduate political science and public administration students are eligible to take select graduate courses as part of their undergraduate degree program completion. Upon admission to the associated graduate program, these courses may then be applied to Walden's Master of Public Health, M.S. in Nonprofit Management and Leadership, or Master of Public Administration (M.P.A.) programs.

Requirements

To help ensure student success, the following requirements have been established:

- The student must be in good standing with the university.
- The student must maintain an overall GPA of 2.5 or better to be eligible to register for the above courses.
- The student must have completed all general education and core requirements of the Bachelor of Science in Political Science and Public Administration.

Note: Students are advised to consult the *Walden University Student Handbook* and contact a member of the Academic Advising Team for more information regarding the Accelerate Into Master's (AIM) program.

Curriculum

All graduate courses are taken as electives and must be selected from the list below.

Note: The courses outlined in the Accelerate Into Master's (AIM) program are 12 weeks in length and are only offered in September, December, March, and June.

Choose up to four of the following courses for the Master of Public Health (M.P.H.) program.

- PUBH 5101 - Principles of Communication in Public Health
- PUBH 5002 - Essentials of Public Health: A Case Study Approach
- PUBH 5115 - Social, Behavioral, and Cultural Factors in Public Health
- PUBH 5125 - Biostatistics
- PUBH 5145 - Epidemiology
- PUBH 5165 - Environmental Health

Note: It is recommended that students complete PUBH 5101 - Principles of Communication in Public Health prior to enrolling in any other M.P.H. courses. Further, students should elect to enroll in PUBH 5145 - Epidemiology only after their successful completion of PUBH 5125 - Biostatistics.