



November 2, 2017

James D. Fielder, Jr., Ph.D.
Secretary of Higher Education
Maryland Higher Education Commission
6 N. Liberty Street, 10th Fl.
Baltimore, MD 21201

RE: Response to NDMU Objection to TU's Proposed MS in Management & Leadership Studies

Timothy J. L. Chandler, Ph.D.
Provost and Executive Vice President
for Academic Affairs

Office of the Provost

Towson University
8000 York Road
Towson, MD 21252-0001

t. 410 704-2125
f. 410 704-3129

Dear Secretary Fielder:

On October 31, 2017, Towson University (TU) received notice that Notre Dame of Maryland University (NDMU) submitted a formal objection to TU's proposed Master of Science (MS) in Management and Leadership Studies based on grounds of unreasonable program duplication. Towson University's proposal for the program undertook an in-depth comparison to other master's programs in management and/or leadership in the State of Maryland, and the University maintains its stance that the proposed program is **not unreasonably duplicative**. The attached document details TU's response to NDMU's objection, organized by the criteria of *Determination of Duplication* listed in the *Annotated Code of Maryland* (COMAR 13B.02.03.09C).

The major points of distinction include:

- **Focus.** NDMU's program is classified under the CIP code of 52.0201, General Business Administration and Management. Most associate, bachelor, and master level degrees in business, including MBA programs at Morgan State University and Loyola University Maryland, fall into this category. The proposed TU program will be classified under 52.0213, Organizational Leadership, which indicates a program with a more specialized focus.
- **Targeted Students.** NDMU primarily targets working professionals seeking a part-time degree. The TU program is designed for students with non-business undergraduate degrees who seek an accelerated, full-time, one-year cohort program that will provide them with multiple experiential learning opportunities.
- **Mode of Delivery.** NDMU offers its program in a blended format of online and face-to-face courses, and it is designed for part-time study (students wishing to study full time must seek special permission). The proposed TU program will be taught face-to-face and will be a full-time cohort program.
- **Course Content.** As shown in the attached course-by-course comparison (Attachment 3), there are few areas of overlap between the two programs. As business programs, both programs require fundamental courses in

basic data analysis and financial decision-making. Each program requires two courses focused on developing leadership skills. However, there are multiple distinctive features:

- NDMU's program is 39 credit hours and the proposed TU program is 30 credit hours.
- NDMU's program includes four elective courses that may be grouped within a specialization. The proposed TU program is a structured cohort program with no elective courses.
- NDMU's program requires six general business courses (in management, marketing, economics, business communication, strategic management and business ethics) that are not included as courses in the proposed TU program.
- The proposed TU program includes several unique courses, including a course in managing client relationships and three experiential learning courses. The hallmark characteristics of the proposed program are a required reflective learning professional experience course with an embedded internship and two hands-on learning project based courses that will require student teams to solve business problems for a real partner organization.
- **Cost.** At current rates, the cost of the program at NDMU would be 42% higher for Maryland residents than the proposed TU program. The NDMU program currently costs \$23,400 for both Maryland residents and out-of-state students. The proposed TU program would cost \$16,470 for Maryland residents and \$29,520 for out-of-state students.
- **Accreditation.** The TU MS in Management and Leadership Studies will be included within the scope of the TU College of Business and Economics' accreditation by The Association to Advance Collegiate Schools of Business (AACSB). The Towson CBE has held AACSB accreditation for both business and accounting since 1992 and 1994, respectively. The NDMU program is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) since April 2017.

In conclusion, the proposed program distinguishes itself through alignment with the College of Business and Economics' embrace of applied learning through hands-on experiences to provide students with the first steps in their chosen career paths. Towson University, as a public institution of higher learning within the state of Maryland, with a mandate to provide affordable and accessible undergraduate and graduate programs, respectfully requests approval of the proposed MS in Management and Leadership Studies.

If you have any questions about this objection, please feel free to follow up with me at (410) 704-2125 or via email at tchandler@towson.edu. We appreciate your consideration of this matter.

Yours truly,



Timothy Chandler, Ph.D.
Provost and Executive Vice President for Academic Affairs

C: Antoinette Coleman, USM

**Towson University response:
MS in Management and Leadership Studies Comparison to the
Notre Dame of Maryland University MA in Leadership and Management**

Towson University (TU) received an objection from Notre Dame of Maryland University (NDMU) to TU's proposed Master of Science in Management and Leadership Studies program on October 31, 2017, on the grounds of unreasonable program duplication. Towson University's proposal for the program undertook an in-depth comparison to other master's programs in management and/or leadership in the State of Maryland, and the University maintains its stance that the proposed program is not unreasonably duplicative. The following passages provide a response to NDMU's objection, organized by the criteria of *Determination of Duplication* listed in the *Annotated Code of Maryland* (COMAR 13B.02.03.09C).

The degree to be awarded

The taxonomy of the two programs differs. The difference in the definitions of these two CIP codes (see Attachment 1) is illustrative of the differences in these programs' curricula, designs, and learning outcomes. Towson University holds firm in its belief that these programs remain distinct enough to serve distinct groups of students without causing demonstrable harm to either institution or program.

Towson University: TU's proposed program seeks identification of 52.0213 (Organizational Leadership).

Notre Dame of Maryland University: The NDMU program holds a CIP code of 52.0201 (General Business Administration and Management)

The types of degrees/colleges differ.

Towson University: TU's 30-credit Master of Science degree program builds on the strengths of its accredited College of Business and Economics which has a dual accreditation from AACSB (The Association to Advance Collegiate Schools of Business), which is synonymous with the highest standards of excellence for schools of business since 1916.

The M.S. award signifies the technical emphasis of the program, complete with a focus on applied, experiential learning through area organizations that have attested to their support for the program.

Notre Dame of Maryland University: NDMU's 39-credit Master of Arts degree program builds on the multidisciplinary foundation of business and the liberal arts from its School of Arts, Sciences and Business with programmatic accreditation from the Accreditation Council for Business Schools and Programs (ACBSP). The M.A. award signifies the integration of the liberal arts in the program, and the program description emphasizes this integration.

The area of specialization

The programs differ in terms of specialization.

Towson University: TU's proposed program offers no specialization whatsoever. Students enter a program in which all 10 courses are required; there are no electives.

Notre Dame of Maryland University: NDMU's program provides several areas of specialization through its electives and the opportunity to complete one of five different concentrations or one of two post-baccalaureate certificates.

NDMU Areas of Concentration:

- Healthcare Administration
- Human Resource Management
- Information Systems
- Principled Leadership
- Project Management

NDMU Post-baccalaureate Certificates:

- Leadership and Management
- Leadership of Nonprofit Organizations

The purpose or objectives of the program to be offered

Role and Mission - Both the TU proposed Master of Science program and the NDMU Master of Arts program have the potential to serve students with mission-centric strengths. Those very mission-based foci serve to distinguish the programs.

Towson University: Towson University fosters intellectual inquiry and critical thinking preparing graduates who will serve as effective, ethical leaders and engaged citizens. . . . Our graduates leave Towson University with the vision, creativity and adaptability to craft solutions that enrich the culture, society, economy, and environment of Maryland, the region, and beyond.¹

The proposed TU Master of Science in Management and Leadership Studies will be a one-year, full-time, cohort-based program of 30 credits designed for recent graduates of non-business degree programs. The program will provide a unique educational experience through its emphasis on real-world experiential learning in partnership with local businesses. The targeted constituency comprises non-business bachelor's degree holders with significantly less experience than the typical Masters of Business Administration (MBA) or Master of Science (MS) program in a specific business discipline.

The proposed specialized master's program in management and leadership studies is distinct from traditional MBA programs and from other MS programs offered in the area. Several local universities, including the University of Maryland College Park, Johns

¹ <https://www.towson.edu/about/mission/index.html>, retrieved Nov 1, 2017.

Hopkins University, and University of Maryland University College, offer both MBA programs and specialized MS programs in Management and/or Leadership. At these universities, the MS and MBA are separate and distinct degrees.

TU's proposed M.S. in Management and Leadership Studies will provide the foundational knowledge and professional experiences necessary to work effectively in teams and lead change within organizations. The proposed program distinguishes itself from other specialized MS programs in the area, inclusive of the one offered by NDMU, through its unique combination of a targeted constituency, an emphasis on leadership, and the use of business partners to provide an intense focus on applied, experiential learning.

Notre Dame of Maryland University: Notre Dame of Maryland University educates leaders to transform the world. Embracing the vision of the founders, the School sisters of Notre Dame, the University promotes the advancement of women and provides a liberal arts education in the Catholic tradition. Notre Dame challenges women and men to: strive for intellectual and professional excellence, build inclusive communities, engage in service to others, and promote social responsibility.²

The Master of Arts in Leadership and Management is a multidisciplinary program that grounds effective business practices in a liberal arts foundation covering the science and art of leadership and management. [The] curriculum prepares leaders to master challenges and to effect change through discernment and ethics.³

The Master of Arts in Leadership and Management at Notre Dame of Maryland University prepares leaders to master challenges and to effect change through discernment and ethics. . . .

A distinctive feature of this program is its multidisciplinary foundation in business and the liberal arts. The required curriculum includes courses in business communications, ethics, economics, management, leadership, decision making, technology, and various other facets of business administration. Active participation in the program develops competence in using flexible yet rational approaches to leadership and management that result in greater capacity to integrate different perspectives in responsible, creative planning and problem solving. Students graduate with a balanced set of leadership and managerial skills and values that enable them to develop the resources of an organization for greater productivity and benefit to society.⁴

Enrollment Characteristics - Beyond the distinguishing characteristics of role and mission, one finds that TU's program targets a different population of students that lacks professional experience, that comprises recent baccalaureate degree earners, that

² <http://www.ndm.edu/about-us/mission-social-responsibility>, retrieved Nov 1, 2017.

³ <http://www.ndm.edu/grad-prof-studies/academics/programs/leadership-and-management>, retrieved Nov 1, 2017.

⁴ <http://catalog.ndm.edu/ccg/page/ma-in-leadership-and-management/index.php>, retrieved Nov 1, 2017. See Attachment 4 for a print out of the NDMU catalog page for the M.A. in Leadership and Management.

wishes to benefit from a very technical and experiential program of study, that draws from a broader domestic and international region, and that desires a prescribed curriculum and a prescribed one-year cohort based pathway toward the degree.

Towson University: TU's program design emphasizes skills for new graduates of non-business bachelor's degrees. An attractive quality for the student constituents TU aims to serve will be the full-time intensive schedule of a one-year cohort based program. Such a schedule would be less attractive to working professionals.

TU's graduate programs in the College of Business and Economics (CBE) draw students from a broad geographic range. A total of 39% of students are drawn from areas beyond NDMU's self-identified geographic market. Unlike NDMU's claim that we will draw students from the same geographic area of Baltimore City and the surrounding northern counties,⁵ TU's programs draw beyond the proximate geographic area (see Attachment 2). Fewer than half of TU's graduate enrollments in CBE programs come from Baltimore City and Baltimore County.

Geographic Area	Percent of CBE Graduate Enrollment
from other Maryland counties	20%
outside the State of Maryland	7%
outside the United States	13%

Notre Dame of Maryland University: NDMU's program design emphasizes skills for "professional women and men in any field," and the website indicates the predominant pathway is part-time. Students are required to receive approval from the dean to enroll in the program full-time.⁶

NDMU defines its geographic market of students to come "from the city and northern counties." The NDMU objection also provides survey data in an attempt to demonstrate overlap in constituents, but the data lack context of the number of student respondents and does not use administrative data.

Accessibility – NDMU's objection indicates that per credit tuition and fees costs are comparable at TU and NDMU, despite the 4-year public status of TU and 4-year private non-profit status of NDMU.

Towson University: TU's estimated per unit costs for graduate students in fall 2018 are \$549 for Maryland residents and \$984 for out-of-state residents.⁷

At these estimated fall 2018 rates, a 30-unit program costs \$16,470 for Maryland residents and costs \$29,520 for out-of-state residents.

⁵ Note: TU interpreted "surrounding northern counties" to comprise Baltimore County, Carroll County, Cecil County, and Harford County.

⁶ <http://catalog.ndm.edu/ccg/page/ma-in-leadership-and-management/index.php>, visited Nov 1, 2017.

⁷ <https://www.towson.edu/admissions/tuition/>, visited Nov 1, 2017.

Notre Dame of Maryland University: NDMU quotes a \$600 per credit tuition and fees cost for in-state or out-of-state students.

At \$600 per credit, the 39-credit NDMU program costs \$23,400 for Maryland residents or out-of-state residents.

Modes of Delivery – The programs differ in means of educational delivery and schedule.

Towson University: TU plans to offer its proposed program as a face-to-face program in its entirety. TU will offer its coursework in a cohort based schedule of full time enrollment over the course of one calendar year, as such:

- Summer term (3 credits)
- Fall term (12 credits)
- Minimester (3 credits)
- Spring term (12 credits)

Notre Dame of Maryland University: NDMU offers its program in a blended format of online and face-to-face courses. NDMU offers its program in a part-time format:⁸

- Courses are scheduled primarily on weekday evenings for the convenience of students.
- Students may enroll in a maximum of six credits during the fall, spring, and summer semesters; winterim semesters are restricted to three credits.
- Students who wish to study full-time must receive permission from the dean.

Residency requirements – The institutions differ in determination of tuition and fees by residency.

Towson University: TU follows the USM Policy on Student Classification for Admission and Tuition Purposes. Generally, in order to qualify for in-state status, a prospective, returning or current student must demonstrate that he or she is a permanent Maryland resident. Under certain circumstances, as set forth in this Policy, students who are not permanent Maryland residents may qualify temporarily for in-state status. Students who do not qualify for in-state status under this Policy shall be assigned out-of-state status for admission and tuition purposes.

Notre Dame of Maryland University: NDMU charges the same tuition and fees rates, regardless of residency.

Admission requirements – The institutions differ in admission requirements in that Towson University would accept students with a bachelor's degree in business as an exception to the rule; whereas NDMU opens its program to business degree and non-business degree earners, alike.

⁸ <http://catalog.ndm.edu/ccg/page/ma-in-leadership-and-management/index.php>, visited Nov 1, 2017.

Towson University admission requirements:

The program is a year-long, full time cohort program designed for those with at least a bachelor's degree from fields outside of business with relatively little or no previous business related managerial experience. Admitted students begin classes full time in August. The deadline to apply is Aug. 1. Priority will be given to students whose application and materials have been received by July 1.

Admission to the Master of Science degree in Management and Leadership Studies is competitive. The eligibility requirements are:

- A baccalaureate degree in a non-business field other from a regionally accredited college or university.*
- A cumulative GPA of 3.00 (on a scale of 4.00) or equivalent on the most recent 60 units of graduate or undergraduate work.
- *See Exceptions to Policy in Graduate Admissions.

Notre Dame of Maryland University admission requirements:

A baccalaureate degree is required for admission. Computer competency in word processing, presentation software and spreadsheet applications is required. However, there are no undergraduate prerequisites in business. Applicants who have recently earned a baccalaureate in business, with a superior academic record, may be granted advanced standing upon admission into the program. Students with advanced standing may waive up to nine credits from the core curriculum. All requirements for the degree must be completed within seven years from the date of admission. Students must maintain a 3.0 (B) cumulative grade point average to remain in good academic standing. Students whose cumulative grade point average falls below 3.0 will be placed on probationary status. Students on academic probation will be given three semesters (in which they register for a course) to raise their cumulative grade point average to 3.0. Failure to do so, or receiving more than two grades below a B, will result in dismissal from the graduate program. These provisions do not apply to students admitted provisionally; provisions governing that status are identified in the letter of admission.⁹

Educational justification for the dual operation of programs broadly similar to unique or high-demand programs at HBIs

In Maryland, master's level degree programs at HBIs with similar CIP codes reside at Bowie State University and Morgan State University as MBA programs. The unique design and targeted market of Towson University's proposed program should help to further the uniqueness, institutional identities and missions of HBIs by distinguishing itself from the MBA programs and catering to a market of students with non-business bachelor's degrees who do not seek MBA degrees but instead seek specialization in management and leadership skills to complement their previous fields of study.

⁹ <http://catalog.ndm.edu/ccg/page/ma-in-leadership-and-management/index.php>, retrieved Nov 1, 2017.

The TU proposal document provided a thorough side-by-side comparison of the University of Baltimore and Morgan State University MBA programs to the proposed program to demonstrate how the proposed program is distinct and academically different from MBA programs, as a whole. (Please refer to the MHEC proposal Appendix B.)

The specific academic content of the program

A side-by-side comparison of required coursework between the two programs demonstrates that these programs only find curricular similarities in approximately three or four courses. The courses show topical similarities, where noted, but remain qualitatively different. Attachment 3 provides the course comparisons.

Evidence of equivalent competencies

The programs' disciplinary accreditation type and history differ:

Towson University: TU's College of Business and Economics undergraduate and graduate programs in business and accounting hold Association to Advance Collegiate Schools of Business (AACSB International) accreditation for both its business and accounting programs. The business programs earned initial accreditation in 1992 and have maintained it since that time.

Notre Dame of Maryland University: NDMU's business programs hold Accreditation Council for Business Schools and Programs (ACBSP). Initial accreditation was granted April 2017.

Student learning outcomes differ substantively:

Towson University: TU's program integrates information literacy and technology fluency skills in the analysis and presentation of solutions to business problems. The program outcomes focus on:

- Core Business Knowledge of business principles and processes
- Professional Skills of teamwork, adaptability, time management, critical thinking, and problem solving
- Technology Integration for solutions to cross-disciplinary business challenges
- Leadership Skills to pursue ethical actions in diverse contexts
- Applied Business Knowledge for implementation of actual business solutions

Notre Dame of Maryland University: NDMU's program emphasizes theory, practice, and ethical approaches to leadership and management and the recognition of personal integrity, respect for colleagues, and social responsibility. The program outcomes state students will be able to:

- create holistic, systems-thinking approaches to decision-making grounded in leadership and business principles
- express critical thinking through strategic, ethical, socially responsible, well-reasoned action and communication
- demonstrate objectivity in gathering and analyzing information in management and leadership decision making processes
- examine organizational problems, develop sound solutions, and evaluate consequences of actions
- integrate scholarship into personal and professional leadership capacities that transform individual lives, organizations and society¹⁰

An analysis of the market demand for the program

The programs distinguish themselves from each other and serve to attract different students with different considerations in program learning outcomes. Even so, TU's full program proposal demonstrates the market demand for such degree earners via Maryland Department of Labor, Licensing and Regulation occupational projections and via messages of support from area organizations. A comment from Nexterus President and CEO Samuel R. Polakoff envisions the broad potential for the program to enhance economic growth in the metropolitan area:

The reason so many young companies fail is the lack of available, affordable education coupling experiential learning opportunities and traditional education approaches in concert with mentorship from seasoned, business executives. Nowhere is this need more profound than for recent graduates of non-business programs who wish to explore a career in business.

Consider the dance major who wishes to open a chain of dance studios, the education major looking to develop the latest, ed tech software app or the science major who has the next great idea for marketing clean energy creation. We are only scratching the surface of the enormous, unmet need in our region.

Mr. Polakoff's enthusiasm for the program highlights the many ways in which the program can serve as a practical and career extending pathway for students in TU's undergraduate majors across many of its disciplines, including the fine and performing arts, education, and science and mathematics. Indeed, the proposal indicated the anticipation that most program applicants will comprise graduates from TU's non-business programs.

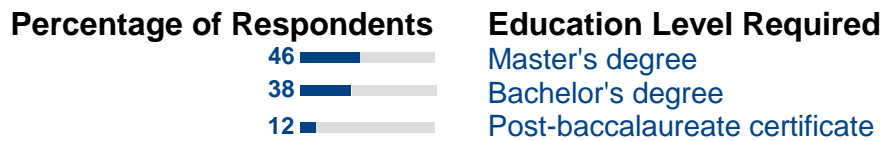
The TU proposal cited Maryland Department of Labor, Licensing and Regulations occupational projections for Management Analysts, the occupation most closely affiliated with the proposed program's Classification of Instructional Program (CIP)

¹⁰ <http://catalog.ndm.edu/graduate-school-of-arts-and-sciences/master-of-arts-in-leadership-and-management>, retrieved Nov 1, 2017.

code. The Bureau of Labor Statistics projects average annual job openings due to growth and net replacement to number 640 in Maryland.¹¹

Counter to NDMU's claim that "the typical entry-level for these positions is often fulfilled by a candidate with a bachelor's degree," the U.S. Department of Labor/Employment and Training Administration-sponsored Occupational Information Network demonstrates that the majority of those who hold management analyst positions hold a graduate credential. Forty-six percent hold a master's degree.¹²

Education Summary for Management Analysts (O*NET OnLine)



Conclusion

Towson University maintains its position that the proposed Master of Science in Management and Leadership Studies program does not unreasonably duplicate other programs in the State of Maryland. The program modeled itself after a Boston University program and emphasizes experiential learning with the help of TU's relationships with area organizations through project courses and a professional internship course. The differences outlined above demonstrate that the Notre Dame of Maryland University and Towson University programs will provide distinct and distinguished experiences for their respective students.

¹¹ Bureau of Labor Statistics, Occupational Employment Statistics and Employment Projections. 13-1111.00. *O*NET OnLine*. Retrieved October 31, 2017, from <https://www.onetonline.org/link/summary/13-1111.00> See Attachment 5 for a reproduced excerpt.

¹² National Center for O*NET Development. 13-1111.00. *O*NET OnLine*. Retrieved October 31, 2017, from <https://www.onetonline.org/link/summary/13-1111.00> See Attachment 6 for the printed webpage.

Attachment 1: CIP code definitions¹³

Towson University's proposal seeks the Classification of Instructional Program code 52.0213, *Organizational Change*.

Detail for CIP Code 52.0213

Title: Organizational Leadership.

Definition: A program that focuses on leadership skills that can be applied to a business, government, non-profit, or educational setting. Includes instruction in organizational planning, dynamics of leadership, finance, team building, conflict resolution and mediation, communication and other management skills.

Illustrative Examples:

- [Leadership Studies]

Notre Dame of Maryland University's Master of Arts program holds the Classification of Instructional Program code 52.0201, *General Business Administration and Management*.

Detail for CIP Code 52.0201

Title: Business Administration and Management, General.

Definition: A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.

Illustrative Examples:

- [General Management]
- [Business Administration]

¹³ Source: National Center for Education Statistics. <https://nces.ed.gov/ipeds/cipcode/default.aspx?v=55>, retrieved on October 30, 2017.

Attachment 2: Towson University College of Business and Economics Graduate Enrollments by Geographic Area

Regarding the geography of our graduate students in the College of Business and Economics, please consider the following:

- Fewer than half (44 percent) come from the jurisdictions in which TU and NDMU are located (Baltimore County and Baltimore City).
- Thirteen percent come from outside of the United States.
- Seven percent come from states other than Maryland.
- 37 percent come from MD counties other than Baltimore County or Baltimore City.

Headcount of TU's CBE Graduate Students, Fall 2017*

Geographic Origin**	Headcount
MD-Baltimore	45
MD-Baltimore City	31
Outside of U.S. / Foreign Country	22
MD-Harford	18
MD-Howard	10
MD-Carroll	9
MD-Anne Arundel	8
MD-Montgomery	7
MD-Frederick	4
MD-Cecil	3
MD-Prince Georges	3
New Jersey	3
New York	3
MD-Calvert	2
Pennsylvania	2
Florida	1
Maine	1
South Carolina	1
Texas	1

*Includes first-majors only.

**Geographic origin defined as, "Permanent legal residence of student at time of application and admission."

Data source: Fall 2017 Enrollment Information System

Data Prepared by TU Office of Institutional Research 10/31/2017

Attachment 3: Course Comparison

Towson University Required Courses (30 of 30 program credits)	Notre Dame University of Maryland Required Courses ¹⁴ (27 of 39 program credits)
<i>TU required courses with similarities to NDMU's required courses</i>	
<p>EBTM 600: Solving Business Problems (3).</p> <p>This course addresses methods of working with data to support managerial decision making. This includes using spreadsheet software to summarize, visualize and analyze data. Business cases will be used to frame problems and analyze data to develop solutions. Analytical methods will include descriptive, predictive, and prescriptive approaches.</p>	<p>CST-534: Data Driven Business Decisions (3).</p> <p>Introduces the role that data play in understanding business outcomes, including uncertainty, the relationship between inputs and outputs, and complex decisions with tradeoffs. Students work with real-life examples to interpret statistical distributions, understand hypothesis testing and evaluate reliability.</p> <p style="color: red;">NDMU's objection equates these courses, and there are similarities.</p>
<p>FIN 600: Financial Decision Making for Managers (3).</p> <p>This course focuses on communication and decision making using financial information within an organization. The quality of communication is an important determinant of success for most organizations, and much of the communication of quantitative information relies on the language and tools of managerial accounting and leadership. The overall objective of the course is to provide you with the concepts and tools needed to understand, apply, and explain accounting, financial, and budgeting information for managerial decisions.</p>	<p>BUS-530: Financial Analysis (3).</p> <p>Emphasizes the foundation areas of finance to assist learners in practical business decision making. Introduces financial management concepts including time value of money, net present value and alternative measures, financial ratio analysis, capital budgeting, cost of capital, and asset valuation. Prerequisite: BUS-537 Aspects of Financial Reporting or waiver of BUS-537 based on business experience and previous course studies.</p> <p style="color: red;">NDMU's objection equates these courses, and there are similarities.</p>

¹⁴ NDMU Course Catalog. <http://catalog.ndm.edu/courses/list/index.php?dept=BUS#BUS-501>, visited October 30, 2017.

Towson University Required Courses (30 of 30 program credits)	Notre Dame University of Maryland Required Courses¹⁴ (27 of 39 program credits)
<p>MNGT 715: Leading Organizations (3).</p> <p>This course is based on the idea that the deeper we go into the exploration of organizational leadership, learning and change, the more we need to deal with the dimensions of sense-making, connection-building, choice-making, vision-inspiring, reality-creating roles of leaders. It involves a series of workshops designed to help students lead, learn, and implement change from within. Readings and assignments are designed to inspire practices of deep reflection and help each student refine her/his own leadership style.</p>	<p>BUS-558: Leadership and Leading (3).</p> <p>Develops learners' personal capacities to lead others and manage leadership development. Learners grapple with current leadership issues applying theory and extending lessons provided by cases and ideas of leaders both past and present. Personal leadership and interpersonal skill are developed through guided exercises in group interaction, emotional intelligence, self-awareness, and reflection. Prerequisite: BUS-501 or NPM-510 and a minimum of 9 credits completed in either MA in Leadership and Management, MA in NPM or graduate certificate program. Students who are at least midway through other graduate programs are welcome to attend with permission of the instructor.</p> <p>NDMU's objection equates BUS 558 with part of MNGT 635 and PHL 521 and their capstone BUS 651 with MNGT 715. It is unclear that these courses actually equate. There appear, instead, to be similarities between MNGT 715 and BUS 558.</p>

Towson University Required Courses (30 of 30 program credits)	Notre Dame University of Maryland Required Courses¹⁴ (27 of 39 program credits)
<i>NDMU required courses that do not match TU's required courses</i>	
<p>N/A</p> <p>Appendix B of NDMU's objection equates BUS-501: Managing in Complex Environments to Towson's proposed MLST 500: Understanding Business. However, based on the course description, NDMU's BUS-501 appears similar to a Principles of Management course rather than a general introduction to business course.</p>	<p>BUS-501: Managing in Complex Environments (3)</p> <p>Presented through competing viewpoints of management, managers, and managerial criticism, learners examine and reimagine traditional management functions of planning, organizing, leading as well as the paradoxes these ideas present when applied to the complex environmental faced by today's organizations. Resources and assignments facilitate both the comprehension and application of management theories to contemporary situations as students develop strong scholarship habits that form the basis of the program. Must be taken within the first 9 credits of the program.</p>
<p>N/A</p>	<p>BUS-560: Marketing Management (3).</p> <p>Examines the concepts and processes used in designing and implementing marketing-driven strategies. Students will learn a marketing strategy decision making process which takes full advantage of secondary data resources. Case studies, in-class discussions and a semester-long project provide students with an opportunity to design marketing strategies utilizing marketing principles, descriptive statistics, competitive information and management functions such as analysis planning, implementation and control.</p>

Towson University Required Courses (30 of 30 program credits)	Notre Dame University of Maryland Required Courses¹⁴ (27 of 39 program credits)
<p>N/A</p> <p>NDMU's objection equates this course to MNGT 715: Leading Organizations, but based on the course description it is more similar to the capstone strategic management courses often offered in MBA programs</p>	<p>BUS-651: Strategic Organizational Leadership (3)</p> <p>Clear strategic thinking and innovative implementation are critical to successful leadership in today's highly unstable and increasingly competitive business environment. Leading strategically means much more than strategic planning--it means taking a broad holistic and socially just view, identifying and analyzing competing interests, communicating effectively, and rapidly making mid-course corrections. This class takes a multi-disciplinary approach to strategic planning, communication, and implementation, drawing on ideas from the social sciences, leadership and management studies, and social justice and sustainability models. Prerequisites: BUS-530, BUS-558, BUS-560 and completion of 21 graduate level credits.</p>
<p>N/A</p>	<p>COM-505: Business Communication (3).</p> <p>Analyzes verbal and written communication patterns and messages in organizations. Learners evaluate the effectiveness of a range of methodologies and tools to persuade and inform different stakeholder groups. Learners will critique and create oral and written presentations ranging from communicating statistical information and offering a persuasive call to action, to creating executive summaries and editing the work of others.</p>

Towson University Required Courses (30 of 30 program credits)	Notre Dame University of Maryland Required Courses¹⁴ (27 of 39 program credits)
<p>N/A</p>	<p>ECO-548 Economic Theory in Management (3).</p> <p>Examines the economic environment in which firms operate. Introduces microeconomic and macroeconomic concepts and techniques to help managers "think like economists" when dealing with tactical issues or deciding on strategic directions for their firms. Provides the macroeconomics foundations for successful business decisions in a global economic environment while exposing students to a broad array of economic issues.</p>
<p>N/A</p>	<p>PHL-521: Ethical Issues in Leadership (3)</p> <p>Analyzes a range of ethical issues and dilemmas inherent to corporations and leadership in relation to both the external environment and the internal processes of the organizations. Learners explore these issues through a series of cases analyses.</p>
<p>N/A</p>	<p>Concentration/Specialization (12)</p> <p>Students may select either an individualized specialization or a concentration to complete their program. Students who do not select one of the program concentrations may complete 12 credits of coursework in any area of special interest in business, economics, communications, knowledge management, nonprofit management, computer studies, leadership, or project management.</p>

Towson University Required Courses (30 of 30 program credits)	Notre Dame University of Maryland Required Courses¹⁴ (27 of 39 program credits)
<i>TU required courses that do not match NDMU's required courses</i>	
<p>EBTM 700: Leading Projects (3). Organizations are increasing using project management approaches to respond to the fast changing economic environment and market conditions. Students will use a combination of instruction and experience-based activities to learn and demonstrate how to define, plan, and lead projects in contemporary business environments.</p>	<p>BUS 640: Managing Projects in Contemporary Organizations (3). Provides a socio-technical perspective to the management of projects and explores major concepts through multiple lenses, not only the professional focus of Project Management Institute. Project managers as well as others interested in project management gain tools to add the appropriate level of structure and rigor to their own practice. Includes planning, scheduling, organizing and implementing projects with an emphasis on the project management process and tools used in project management. Online learning experience.</p> <p>NDMU's objection equates EBTM 700 to an elective course, BUS 640.</p>
<p>MNGT 635: Organizational Culture (3). Leading a modern organization utilizes a variety of skills related to motivation, ethical decision making and managing a rapidly changing business environment. In this course, students will learn about organizational culture, diversity, ethics and leadership. The course focuses on how leaders develop a workforce that leads to a success business.</p>	<p>N/A</p> <p>Appendix B of NDMU's objection equates MNGT 635: Organizational Culture to two required courses – BUS 558: Leadership and Leading and PHL 521 Ethical Issues in Leadership</p> <p>NDMU's BUS 558 seems to be a more specialized course to be completed later in the program, as it requires students to have completed a minimum of 9 credits in the program.</p>

<p>Towson University Required Courses (30 of 30 program credits)</p>	<p>Notre Dame University of Maryland Required Courses¹⁴ (27 of 39 program credits)</p>
<p>MKTG 600: Introduction to Client Management and Relationship Building (3). This course provides an overview of the process of creating, developing, and managing client relationships. It includes study of buyer behavior, public relations, the sales and negotiation processes, services, customer service and satisfaction and the ethical and communication considerations related to these areas.</p>	<p>N/A NDMU's objection equates MKTG 600 to their elective course BUS 561 Elements of Marketing Communication. However, MKTG 600 is focused on building client relationships, not marketing communication.</p>
<p>MLST 500: Understanding Business (3): This course provides an integrated view of business organizations and prepares students to critically analyze business problems and develop effective solutions. It includes study of the structure and organization of businesses, common business processes, interrelationships among business functions and teamwork.</p>	<p>N/A NDMU's proposal equates this course to BUS 501, but that seems to be a Principles of Management course.</p>
<p>MLST 600: Applied Project in Management and Leadership Studies (3). This project course provides an introduction to working on a team based applied project for a client. The completed project should will focus on analyzing and presenting solutions to a real business problem.</p>	<p>N/A NDMU's proposal equates this course to BUS 641, an elective project management course, but they are not similar. MLST 600 is one of the proposed program's distinctive experiential learning courses in partnership with a business.</p>
<p>MLST 700: Professional Experience in Management and Leadership Studies (3). Supervised experience in a field setting which facilitates the application of management and leadership knowledge.</p>	<p>N/A NDMU's proposal equates this course with the elective course BUS 580: Coached Leadership Practicum, but MLST 700 is an internship.</p>

Towson University Required Courses (30 of 30 program credits)	Notre Dame University of Maryland Required Courses¹⁴ (27 of 39 program credits)
<p>MLST 800: Advanced Applied Project in Management and Leadership Studies (3).</p> <p>This project course is the capstone course and is an applied team project in content areas related to management and leadership studies. Students work in teams on a significant theoretical or applied problem in provided by an industry partner. The completed project should clearly present the problem of undertaken project, its significance to theory and business practice, the research or project background, a well-defined method, results or findings, and their implications.</p>	<p>N/A</p> <p>NDMU's objection equates this course to two elective courses in their project management specialization. However, it is not equivalent. MLST 800 is an applied course in which students work on a real world business project. It is not a project management course.</p>

TU Course Subject Code KEY:

- EBTM – e-Business and Technology Management course
- FIN – Finance course
- MKTG – Marketing course
- MNGT – Management course
- MLST – Management and Leadership Studies course



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MA in Leadership and Management

[Overview](#)

[Program of Study](#)

[Curriculum](#)

[Course Descriptions](#)

In a fast-paced world, competitive organizations require good management and strong leadership at every level. The Master of Arts in Leadership and Management at Notre Dame of Maryland University prepares leaders to master challenges and to effect change through discernment and ethics. While the practice of management and leadership are closely related, they are distinguishable. Both entail influence and goal accomplishment. . Management is commonly seen in terms of reducing chaos in organizations and running them more effectively and efficiently through planning and budgeting, organizing and staffing, controlling and problem solving. Leadership emphasizes establishing direction and aligning people as well as motivating, empowering and inspiring individuals. Ethical, positive leaders consider broad social implications of their decisions as they encourage individuals, teams, and organizations to attain personal and corporate objectives.

The Master of Arts in Leadership and Management offers a mindful approach to excellence in directing organizational resources and people. The program is designed for professional women and men in any field who are or who expect to assume organizational leadership responsibilities. The mission of the program is to prepare leaders who act from an ethical base to master challenges and effect change toward the realization of individual and organizational potential.

The program emphasizes understanding the human dimension of organizations. The leadership and management of complex organizations must be practiced within the broader context of life itself: Why do people work, and what gives meaning and value to their work? What inspires women and men to higher levels of achievement through cooperative teamwork? Fundamental questions such as these have immediate relevance to those in positions of leadership. The needs and aspirations of individual women and men are woven into the daily activity of all organizations, regardless of their size or purpose.

Therefore, the program covers both the science and art of leadership and management. Effective leadership calls for the self-management and self-motivation in addition to requiring technical expertise in business administration. The practice of management requires significant human skills and resources in our complex, ever-changing world. As articulated in this degree program, leadership speaks to the heart of the organization's most important resource: its people.

A distinctive feature of this program is its multidisciplinary foundation in business and the liberal arts. The required curriculum includes courses in business communications, ethics, economics, management, leadership, decision making, technology, and various other facets of business administration. Active participation in the program develops competence in using flexible yet rational approaches to leadership and management that result in greater capacity to integrate different perspectives in responsible, creative planning and problem solving. Students graduate with a balanced set of leadership and managerial skills and values that enable them to develop the resources of an organization for greater productivity and benefit to society.

Program of Study

The program leading to the Master of Arts in Leadership and Management requires completion of a minimum of 39 credits of course work. The core curriculum of 27 credits develops the essential foundation for the program. The required core curriculum encourages breadth of learning in general leadership and management without technical specialization.

Students may select an area of concentration or create an individualized specialization for their remaining 12 credits. The areas of concentration are Health Care Administration, Human Resource Management, Information Systems, Principled Leadership, and Project Management. The concentrations provide depth in the subject areas.

A baccalaureate degree is required for admission. Computer competency in word processing, presentation software and spreadsheet applications is required. However, there are no undergraduate prerequisites in business. Applicants who have recently earned a baccalaureate in business, with a superior academic record, may be granted advanced standing upon admission into the program. Students with advanced standing may waive up to nine credits from the core curriculum. All requirements for the degree must be completed within seven years from the date of admission. Students must maintain a 3.0 (B) cumulative grade point average to remain in good academic standing. Students whose cumulative grade point average falls below 3.0 will be placed on probationary status. Students on academic probation will be given three semesters (in which they register for a course) to raise their cumulative grade point average to 3.0. Failure to do so, or receiving more than two grades below a B, will result in dismissal from the graduate program. These provisions do not apply to students admitted provisionally; provisions governing that status are identified in the letter of admission.

Courses are scheduled primarily on weekday evenings for the convenience of students. Part-time graduate Leadership and Management students may enroll in a maximum of six credits during the fall, spring and summer semesters. Students who wish to study full-time (more than six credits per semester) must receive permission from the dean of the School of Arts and Sciences. All graduate students are restricted to three credits during the Winterim semester.

Students completing this program will understand:

- theory and practice of effective leadership and management
- applications of economic theory and financial analysis in effective decision making
- concepts and principles of effective communication

Students will be able to:

- create holistic, systems-thinking approaches to decision-making grounded in leadership and business principles
- express critical thinking through strategic, ethical, socially responsible, well-reasoned action and communication
- demonstrate objectivity in gathering and analyzing information in management and leadership decision making processes
- examine organizational problems, develop sound solutions, and evaluate consequences of actions
- integrate scholarship into personal and professional leadership capacities that transform individual lives, organizations and society

Students will recognize the importance of:

- taking ethical approaches to leadership and management decisions
- maintaining personal integrity
- respecting the integrity, individuality and potential of colleagues
- fulfilling social responsibility

Curriculum (39 Credits)

Central Core (27 Credits)

BUS-501 Managing in Complex Environments (3)

BUS-530 Financial Analysis (3)

BUS-558 Leadership and Leading (3)

BUS-560 Marketing Management (3)

BUS-651 Strategic Organizational Leadership (capstone) (3)

COM-505 Business Communication (3)

CST-534 Data Driven Business Decisions (3)

ECO-548 Economic Theory in Management (3)

PHL-521 Ethical Issues in Leadership (3)

Review of a student's admissions essay and/or GRE or GMAT exam scores may result in a student being required to complete ENG-503 Graduate Writing within their first nine credits at Notre Dame. When prior course work does not qualify for waiver of BUS537 Aspects of Financial Reporting, a prerequisite course for BUS530 Financial Analysis, a student may take a BUS537 challenge exam. Students who do not pass this exam must successfully complete BUS537 before enrolling in BUS530.

Concentration or Individualized Specialization 12 Credits

Students may select either an individualized specialization or a concentration to complete their program. Students who do not select one of the program concentrations may complete 12 credits of coursework in any area of special interest in business, economics, communications, knowledge management, nonprofit management, computer studies, leadership, or project management.

Health Care Administration

The Health Care Administration concentration provides the student with a comprehensive framework for understanding the U.S. health care system, including institutions, professionals, economics of health care markets, financing of health care services as well as ethical issues arising from technology advances in health care delivery. Students must take four of the following courses:

BUS-520 Introduction to the U.S. Health Care System (3)

BUS-521 Health Care Economics (3)

BUS-523 The Business of Healthcare (3)

BUS-525 Health Services Financing (3)

NUR-518 Health Policy (3)

BUS-580 Coached Leadership Practicum (3) may be substituted for the final health elective with permission of the department chair.

Human Resource Management

This concentration prepares students to integrate and apply the theories, principles and methodologies of human resource management focusing on its strategic role in today's organizations. Concentration courses prepare students to perform effectively in the expanded role of human resources now responsible for reshaping organizational structures and cultures, building strategic partnerships and designing customized solutions for internal clients.

BUS-500 Human Resource Management (3)

Students must take three of the following courses

BUS-540 Human Resource Development (3)

BUS-541 Legal Issues in Human Resource Management (3)

BUS-542 Performance Management Systems (3)

BUS-545 Compensation Strategies (3)

BUS-580 Coached Leadership Practicum (3) may be substituted for the human resources elective with permission of the department chair.

Information Systems

Management professionals are striving to incorporate the opportunities of the Internet for global advantage. The Information Systems concentration provides students with technology skills to effectively identify, develop, and implement electronic business strategies. Students learn to integrate information technology with management for enhanced marketing and strategy efforts. Some courses are available online.

Students take four of the following courses

CST-511 Topics in Information Systems (3)

CST-530 Foundations of Knowledge Management (3)

CST-554 Principles and Issues In Information Systems (3)

CST-580 Managing Information in a Web-Based World (3)

CST-593 Web Development (3)

Other graduate CST courses may be substituted with the permission of the chair of the computer studies program.

Principled Leadership

Whether you officially head a group or influence a network of peers, you are a leader. The Principled Leadership concentration is designed for those who are interested in leadership as a core practice as well as mastering challenges and effecting change while acting from an ethical base. Gain an organizational understanding of leadership as both a practical and scholarly discipline. Through directed team engagement, refine collaboration skills and group decision making as well as practice leading laterally.

BUS-551 Leadership's Dark Side (3)

BUS-554 Women in Leadership or BUS-511 Topics In Leadership (3)

BUS-562 Leading Organizational Change (3)

BUS-559 Lateral Leadership (3)

BUS-580 Coached Leadership Practicum (3) may be substituted for the final leadership elective with permission of the department chair.

Project Management

This concentration is designed to meet the needs of those bidding on state and federal work contracts, particularly current and potential military contractors. Concentration courses cover the range of project management skill sets from initiating and planning the project, through managing and controlling the project within budget and timeline parameters through focused management skills, to closing the project. Throughout, the courses focus not only on the development of leadership skills but also on the professional and social responsibility critical to the world today. These courses prepare students to complete initial or renewal certification through the Project Management Institute (PMI). Project management courses are offered exclusively online and follow a sequence that begins every March. Courses in the project management concentration are seven-week intensive courses and should not be taken with any other course.

BUS-640 Managing Projects in Contemporary Organizations (3)

BUS-641 Project Monitoring and Delivery (3)

BUS-642 Managing Project Performance (3)

BUS-643 Leading Process Improvement (3)

Independent Study and Master's Project

Students interested in the independent study option must coordinate the project with the chair of the business and economics department and the full time faculty member who will work with the student guiding the project. One three credit independent study course may be chosen. Students also may choose a more comprehensive master's project for six credits. Students selecting a master's project must coordinate the project early in their program with the lead faculty member for the concentration or the designated alternate. Students using this option may not take BUS-580.

Course Descriptions

BUS-500 Human Resource Management

BUS-501 Managing In Complex Environments

BUS-511 Topics In Leadership

BUS-512 Topics In Finance

BUS-520 Introduction To The U.S. Health Care System

BUS-521 Health Care Economics

BUS-522 Essentials Of Healthcare Finance

BUS-523 The Business Of Healthcare

BUS-525 Health Services Financing

BUS-530 Financial Analysis

BUS-533 Advanced Financial Analysis

BUS-534 Investment Analysis

BUS-537 Aspects Of Financial Reporting

BUS-540 Human Resource Development

BUS-541 Legal Issues In Human Resource Management

BUS-542 Performance Management Systems

BUS-545 Compensation Strategies

BUS-551 Leadership's Dark Side

BUS-554 Women In Leadership

BUS-558 Leadership And Leading

BUS-559 Lateral Leadership

BUS-560 Marketing Management

BUS-561 Elements Of Marketing Communications

BUS-562 Leading Organizational Change

BUS-580 Coached Leadership Practicum

BUS-640 Managing Projects In Contemporary Organizations

BUS-641 Project Mentoring And Delivery

BUS-642 Managing Project Performance

BUS-643 Leading Process Improvement

BUS-651 Strategic Organizational Leadership

BUS-662 Marketing Field Project

BUS-696 Master's Project

BUS-698 Independent Study

COM-505 Business Communication

COM-620 Public Relations Management

CST-511 Topics In Information Systems

CST-534 Data Driven Business Decisions

CST-554 Principles And Issues In Information Technology

CST-580 Managing Information In A Web-Based World

CST-593 Web Development

ECO-511 Topics In Economics

ECO-548 Economic Theory In Management

ECO-550 Managerial Economics

ECO-560 Risk Analysis

ENG-503 Graduate Writing

NPM-520 Board Development And Human Resource Management In Nonprofits

NPM-570 Nonprofit Marketing Strategies

PHL-521 Ethical Issues In Leadership

Notre Dame of Maryland University

4701 North Charles Street

Baltimore, Maryland 21210

410-435-0100

Map It

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Careers at NDM

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Attachment 5: O*NET OnLine Excerpt of Occupational Projections

Projected Employment for Management Analysts in MARYLAND

National	Employment		Percent Change	Projected Annual Job Openings*
	2014	2024		
United States	758,000	861,400	14%	20,850

State	Employment		Percent Change	Projected Annual Job Openings*
	2014	2024		
Maryland	18,520	22,070	+19%	640



Summary Report for: 13-1111.00 - Management Analysts

Conduct organizational studies and evaluations, design systems and procedures, conduct work simplification and measurement studies, and prepare operations and procedures manuals to assist management in operating more efficiently and effectively. Includes program analysts and management consultants.

Sample of reported job titles: Administrative Analyst, Business Analyst, Employment Programs Analyst, Leadership Development Manager, Management Analyst, Management Consultant, Organizational Development Consultant, Principal Consultant, Program Management Analyst, Quality Control Analyst

View report:

Summary

Details

Custom

[Tasks](#) | [Technology Skills](#) | [Tools Used](#) | [Knowledge](#) | [Skills](#) | [Abilities](#) | [Work Activities](#) | [Detailed Work Activities](#) | [Work Context](#) | [Job Zone](#) | [Education](#) | [Credentials](#) | [Interests](#) | [Work Styles](#) | [Work Values](#) | [Related Occupations](#) | [Wages & Employment](#) | [Job Openings](#) | [Additional Information](#)

Tasks

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- + Document findings of study and prepare recommendations for implementation of new systems, procedures, or organizational changes.
- + Interview personnel and conduct on-site observation to ascertain unit functions, work performed, and methods, equipment, and personnel used.
- + Analyze data gathered and develop solutions or alternative methods of proceeding.
- + Plan study of work problems and procedures, such as organizational change, communications, information flow, integrated production methods, inventory control, or cost analysis.
- + Confer with personnel concerned to ensure successful functioning of newly implemented systems or procedures.

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Technology Skills

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- + **Data base management system software** — Apache Cassandra 🔥; Apache Hive 🔥; Sybase; Teradata Database 🔥
- + **Data base user interface and query software** — Microsoft Access 🔥; MySQL 🔥; Structured query language SQL 🔥; Transact-SQL 🔥
- + **Development environment software** — Apache Maven 🔥; Common business oriented language COBOL 🔥; Microsoft Visual Basic 🔥; Microsoft Visual Basic Scripting Edition VBScript 🔥
- + **Enterprise resource planning ERP software** 🔥 — IBM Cognos ReportNet; NetSuite ERP 🔥; Oracle Hyperion 🔥; SAP Business Objects 🔥
- + **Object or component oriented development software** — Advanced business application programming ABAP 🔥; C# 🔥; C++ 🔥; Python 🔥

🔥 Hot Technology — a technology requirement frequently included in employer job postings.

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Knowledge

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- ⊕ **Administration and Management** — Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- ⊕ **English Language** — Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- ⊕ **Customer and Personal Service** — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- ⊕ **Education and Training** — Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.
- ⊕ **Psychology** — Knowledge of human behavior and performance; individual differences in ability, personality, and interests; learning and motivation; psychological research methods; and the assessment and treatment of behavioral and affective disorders.

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Skills

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- ⊕ **Active Listening** — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- ⊕ **Critical Thinking** — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- ⊕ **Reading Comprehension** — Understanding written sentences and paragraphs in work related documents.
- ⊕ **Judgment and Decision Making** — Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- ⊕ **Speaking** — Talking to others to convey information effectively.

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Abilities

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- ⊕ **Oral Comprehension** — The ability to listen to and understand information and ideas presented through spoken words and sentences.
- ⊕ **Oral Expression** — The ability to communicate information and ideas in speaking so others will understand.
- ⊕ **Written Comprehension** — The ability to read and understand information and ideas presented in writing.
- ⊕ **Inductive Reasoning** — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
- ⊕ **Written Expression** — The ability to communicate information and ideas in writing so others will understand.

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Work Activities






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- ⊕ **Provide Consultation and Advice to Others** — Providing guidance and expert advice to management or other groups on technical, systems-, or process-related topics.
- ⊕ **Making Decisions and Solving Problems** — Analyzing information and evaluating results to choose the best solution and solve problems.
- ⊕ **Analyzing Data or Information** — Identifying the underlying principles, reasons, or facts of information by breaking down information or data into separate parts.
- ⊕ **Getting Information** — Observing, receiving, and otherwise obtaining information from all relevant sources.
- ⊕ **Communicating with Supervisors, Peers, or Subordinates** — Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

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Detailed Work Activities






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-  Advise others on business or operational matters.
-  Prepare research reports.
-  Analyze jobs using observation, survey, or interview techniques.
-  Analyze business or financial data.
-  Confer with personnel to coordinate business operations.

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Work Context

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-  **Electronic Mail** — 92% responded “Every day.”
-  **Telephone** — 85% responded “Every day.”
-  **Duration of Typical Work Week** — 81% responded “More than 40 hours.”
-  **Face-to-Face Discussions** — 50% responded “Every day.”
-  **Spend Time Sitting** — 62% responded “More than half the time.”

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Job Zone

Title Job Zone Five: Extensive Preparation Needed

Education Most of these occupations require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).

Related Experience Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.

Job Training Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.

Job Zone Examples These occupations often involve coordinating, training, supervising, or managing the activities of others to accomplish goals. Very advanced communication and organizational skills are required. Examples include librarians, lawyers, astronomers, biologists, clergy, surgeons, and veterinarians.

SVP Range (8.0 and above)

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Education

Percentage of Respondents	Education Level Required
46 	Master's degree
38 	Bachelor's degree
12 	Post-baccalaureate certificate 

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Credentials



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Interests

+ - All 3 displayed

Interest code: **IEC**

- ⊕ **Investigative** — Investigative occupations frequently involve working with ideas, and require an extensive amount of thinking. These occupations can involve searching for facts and figuring out problems mentally.
- ⊕ **Enterprising** — Enterprising occupations frequently involve starting up and carrying out projects. These occupations can involve leading people and making many decisions. Sometimes they require risk taking and often deal with business.
- ⊕ **Conventional** — Conventional occupations frequently involve following set procedures and routines. These occupations can include working with data and details more than with ideas. Usually there is a clear line of authority to follow.

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Work Styles

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- ⊕ **Analytical Thinking** — Job requires analyzing information and using logic to address work-related issues and problems.
- ⊕ **Integrity** — Job requires being honest and ethical.
- ⊕ **Adaptability/Flexibility** — Job requires being open to change (positive or negative) and to considerable variety in the workplace.
- ⊕ **Initiative** — Job requires a willingness to take on responsibilities and challenges.
- ⊕ **Cooperation** — Job requires being pleasant with others on the job and displaying a good-natured, cooperative attitude.

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Work Values

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- ⊕ **Relationships** — Occupations that satisfy this work value allow employees to provide service to others and work with co-workers in a friendly non-competitive environment. Corresponding needs are Co-workers, Moral Values and Social Service.
- ⊕ **Achievement** — Occupations that satisfy this work value are results oriented and allow employees to use their strongest abilities, giving them a feeling of accomplishment. Corresponding needs are Ability Utilization and Achievement.
- ⊕ **Independence** — Occupations that satisfy this work value allow employees to work on their own and make decisions. Corresponding needs are Creativity, Responsibility and Autonomy.

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Related Occupations

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- 11-2021.00 [Marketing Managers](#) 🍃
- 13-1071.00 [Human Resources Specialists](#) 🌟 **Bright Outlook**
- 13-1151.00 [Training and Development Specialists](#) 🍃 **Green**
- 13-1161.00 [Market Research Analysts and Marketing Specialists](#) 🌟
- 13-2099.04 [Fraud Examiners, Investigators and Analysts](#) 🌟

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Wages & Employment Trends

Median wages (2016) \$39.10 hourly, \$81,330 annual

State wages



Employment (2014) 758,000 employees

Projected growth (2014-2024) ■■■■ Much faster than average (14% or higher)

Projected job openings (2014-2024) 208,500

State trends



Top industries (2014) [Professional, Scientific, and Technical Services Self-Employed](#)

Source: Bureau of Labor Statistics [2016 wage data](#) and [2014-2024 employment projections](#). "Projected growth" represents the estimated change in total employment over the projections period (2014-2024). "Projected job openings" represent openings due to growth and replacement.

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Job Openings on the Web



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Sources of Additional Information

+ - All 3 displayed

Disclaimer: Sources are listed to provide additional information on related jobs, specialties, and/or industries. Links to non-DOL Internet sites are provided for your convenience and do not constitute an endorsement.

- [Association of Management Consulting Firms](#)
- [Institute of Management Consultants USA \(IMC USA\)](#)
- [Occupational Outlook Handbook: Management analysts](#)

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