

2017-2018  
**GRADUATE**  
**COURSE SCHEDULE**  
**& DESCRIPTIONS**

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## LEGEND FOR CODES

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Each course at Peirce College is identified by a specific course code. The name of the course is followed by a section code to identify whether the course is being offered on campus, online, or in the Peirce Fit® delivery model, and then a session or term code to identify when the course will begin. The following legend information is provided to assist with course selection.

7/8-week **Peirce Fit courses** are coded as follows:

Times	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:45 am–12:45 pm	HMA	HTA	HWA	HRA	HFA	HSA
1:00 pm–5:00 pm	HMB	HTB	HWB	HRB	HFB	HSB
5:30 pm–9:30 pm	HM	HT	HW	HR	HF	

14/15-week **Peirce Fit courses** are coded as follows:

Times	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9:30 am–12:30 pm	HDA	HDC	HDE	HDG	HDI	HDK
1:00 pm–4:00 pm	HDB	HDD	HDF	HDH	HDJ	
5:30 pm–8:30 pm	HEM	HET	HEW	HER	HEF	

### SESSION CODES

All course codes end with a session code number to reflect the session start.

*Example:* OLM501HF1 is an OLM 01 Peirce Fit course that meets online or on Friday evenings in Session 1

### TERM CODES

Capstone project courses are 15-weeks with codes that end in F for Fall, S for Spring, or U for Summer.

*Example:* OLM590HEFS is a 15-week OLM590 Peirce Fit course that meets online or on Friday evenings for 15 weeks in the Spring.

### ADDITIONAL EXAMPLE

OLM 523 HSA 2 is an OLM523 Peirce Fit course that meets online or on Saturday mornings in Session 2.

# GRADUATE ACADEMIC CALENDAR 2017-2018

The academic year begins with the fall term and ends with the summer term of the following year. Classes in the fall term typically begin in September, spring typically begins in January, and summer typically begins in May.

Session	Class Days	First Class	Other Class Meeting Dates						Last Class	Drop By	Withdraw By	Final Work Due By	Grades Posted	Holidays
			8-Week Classes											
Sess 1	Fri	9/8/17	9/15/17	9/22/17	9/29/17	10/6/17	10/13/17	10/20/17	9/14/17	10/4/17	10/26/17	10/29/17		
	Sat	9/9/17	9/16/17	9/23/17	9/30/17	10/7/17	10/14/17	10/21/17	9/15/17	10/4/17	10/26/17	10/29/17		
Online		9/5/17-10/23/17							9/11/17	10/4/17	10/26/17	10/29/17		
8-Week Classes														
Sess 2	Fri	11/3/17	11/10/17	11/17/17	Holiday*	12/1/17	12/8/17	12/15/17	11/9/17	11/29/17	12/18/17	12/21/17	Thanksgiving Weekend Nov. 23-26	
	Sat	11/4/17	11/11/17	11/18/17	Holiday*	12/2/17	12/9/17	12/16/17	11/10/17	11/29/17	12/18/17	12/21/17		
Online		10/30/17-12/17/17							11/5/17	11/29/17	12/18/17	12/21/17		
8-Week Classes														
Sess 3	Fri	1/19/18	1/26/18	2/2/18	2/9/18	2/16/18	2/23/18	3/2/18	1/25/18	2/14/18	3/9/18	3/11/18		
	Sat	1/20/18	1/27/18	2/3/18	2/10/18	2/17/18	2/24/18	3/3/18	1/26/18	2/14/18	3/9/18	3/11/18		
Online		1/16/18-3/5/18							1/22/18	2/14/18	3/9/18	3/11/18		
Spring Break: Monday, March 12 through Sunday, March 18, 2018														
Sess 4	Fri	3/23/18	3/30/18	4/6/18	4/13/18	4/20/18	4/27/18	5/4/18	3/29/18	4/18/18	5/9/18	5/12/18		
	Sat	3/24/18	3/31/18	4/7/18	4/14/18	4/21/18	4/28/18	5/5/18	3/30/18	4/18/18	5/9/18	5/12/18		
Online		3/19/18-5/6/18							3/25/18	4/18/18	5/9/18	5/12/18		
8-Week Classes														
Sess 5	Fri	5/11/18	5/18/18	Holiday*	6/1/18	6/8/18	6/15/18	6/22/18	5/17/18	6/14/18	7/2/18	7/6/18	Memorial Day Weekend May 26-28	
	Sat	5/12/18	5/19/18	Holiday*	6/2/18	6/9/18	6/16/18	6/23/18	5/18/18	6/14/18	7/2/18	7/6/18		
Online		5/15/18-7/2/18							5/21/18	6/14/18	7/2/18	7/6/18		
8-Week Classes														
Sess 6	Fri	7/13/18	7/20/18	7/27/18	8/3/18	8/10/18	8/17/18	8/24/18	7/19/18	8/7/18	8/27/18	8/30/18		
	Sat	7/14/18	7/21/18	7/28/18	8/4/18	8/11/18	8/18/18	8/25/18	7/20/18	8/7/18	8/27/18	8/30/18		
Online		7/10/18-8/26/18							7/16/18	8/7/18	8/27/18	8/30/18		

\* Confer with your professor about makeup for this lesson

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# GRADUATE ACADEMIC CALENDAR 2017-2018

The academic year begins with the fall term and ends with the summer term of the following year. Classes in the fall term typically begin in September, spring typically begins in January, and summer typically begins in May.

Session	Class Days	Schedule of Class Meetings				Drop By	Withdraw By	Final Work Due By	Grades Posted	Holidays
		15-Week Classes								
Fall	Fri	Sept. 8, 15, 22, 29	Oct. 6, 13, 20, 27	Nov. 3, 10, 17, Holiday*	Dec. 1, 8, 15	9/14/17	11/8/17	12/18/17	12/21/17	Thanksgiving Weekend Nov. 23-26
	Sat	Sept. 9, 16, 23, 30	Oct. 7, 14, 21, 28	Nov. 4, 11, 18, Holiday*	Dec. 2, 9, 16	9/15/17	11/8/17	12/18/17	12/21/17	
Online		9/5/17-12/17/17				9/11/17	11/8/17	12/18/17	12/21/17	

Session	Class Days	Schedule of Class Meetings				Drop By	Withdraw By	Final Work Due By	Grades Posted	Holidays
		15-Week Classes								
Spring	Fri	Jan. 19, 26	Feb. 2, 9, 16, 23	Mar. 2, 9, 23, 30	Apr. 6, 13, 20, 27	May 4	1/25/18	4/3/18	5/9/18	5/12/18
	Sat	Jan. 20, 27	Feb. 3, 10, 17, 24	Mar. 3, 10, 24, 31	Apr. 7, 14, 21, 28	May 5	1/26/18	4/3/18	5/9/18	5/12/18
Online		1/16/18-5/6/18				1/22/18	4/3/18	5/9/18	5/12/18	
Spring Break: Monday, March 12 through Sunday, March 18, 2018										

Session	Class Days	Schedule of Class Meetings				Drop By	Withdraw By	Final Work Due By	Grades Posted	Holidays
		14-Week Classes								
Summer	Fri	May 11, 18, Holiday*	Jun. 1, 8, 15, 22, Holiday*	Jul. 6, 13, 20, 27	Aug. 3, 10	5/18/18	7/16/18	8/27/18	8/30/18	Memoria Day Weekend May 26-28
	Sat	May 12, 19, Holiday*	Jun. 2, 9, 16, 23, Holiday*	Jul. 7, 14, 21, 28	Aug. 4, 11	5/18/18	7/16/18	8/27/18	8/30/18	
Online		5/15/18-8/13/18				5/21/18	7/16/18	8/27/18	8/30/18	Independence Day Weekend June 29- July 4

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## GRADUATE COURSE SCHEDULE

TERM	COURSE	TITLE	DAY	START DATE	END DATE	START/END TIME
FALL 2017-2018	HCA 550 HF 1	Risk Management and Insurance in Healthcare	Friday/Online	9/8/2017	10/26/2017	5:30 PM-9:30 PM
FALL 2017-2018	HCA 501 HSA 1	Introduction to Healthcare Administration: History,	Saturday/Online	9/9/2017	10/26/2017	8:45 AM-12:45 PM
FALL 2017-2018	HCA 510 HF 2	Ethics in Healthcare Administration	Friday/Online	11/3/2017	12/18/2017	5:30 PM-9:30 PM
SPRING 2017-2018	HCA 580 HF 3	Healthcare Practicum	Friday/Online	1/19/2018	3/9/2018	5:30 PM-9:30 PM
SPRING 2017-2018	HCA 501 HSA 3	Introduction to Healthcare Administration: History,	Saturday/Online	1/20/2018	3/8/2018	8:45 AM-12:45 PM
SPRING 2017-2018	HCA 590 HSA S	Capstone Project - Healthcare Administration	Saturday/Online	1/20/2018	5/7/2018	8:45 AM-12:45 PM
SPRING 2017-2018	HCA 510 HSA 4	Ethics in Healthcare Administration	Saturday/Online	3/24/2018	5/7/2018	8:45 AM-12:45 PM
FALL 2017-2018	OLM 501 HF 1	Foundations of Contemporary Leadership	Friday/Online	9/8/2017	10/26/2017	5:30 PM-9:30 PM
FALL 2017-2018	OLM 550 HF 1	Strategic Human Resource Management	Friday/Online	9/8/2017	10/26/2017	5:30 PM-9:30 PM
FALL 2017-2018	OLM 570 HSA 1	Strategic Management and Finance	Saturday/Online	9/9/2017	10/26/2017	8:45 AM-12:45 PM
FALL 2017-2018	OLM 590 HSA F	Capstone Project	Saturday/Online	9/9/2017	12/18/2017	9:30 AM-12:30 PM
FALL 2017-2018	OLM 503 HF 2	Applied Research Methods	Friday/Online	11/3/2017	12/18/2017	5:30 PM-9:30 PM
FALL 2017-2018	OLM 523 HSA 2	Transcendent Leadership	Saturday/Online	11/4/2017	12/18/2017	8:45 AM-12:45 PM
FALL 2017-2018	OLM 540 HSA 2	Business and Professional Communication	Saturday/Online	11/4/2017	12/18/2017	8:45 AM-12:45 PM
FALL 2017-2018	OLM 560 HSA 2	Developing Systems Literacy	Saturday/Online	11/4/2017	12/18/2017	8:45 AM-12:45 PM
SPRING 2017-2018	OLM 501 HF 3	Foundations of Contemporary Leadership	Friday/Online	1/19/2018	3/9/2018	5:30 PM-9:30 PM
SPRING 2017-2018	OLM 540 HF 3	Business and Professional Communication	Friday/Online	1/19/2018	3/9/2018	5:30 PM-9:30 PM
SPRING 2017-2018	OLM 590 HSA S	Capstone Project	Saturday/Online	1/20/2018	5/7/2018	9:30 AM-12:30 PM
SPRING 2017-2018	OLM 503 HF 4	Applied Research Methods	Friday/Online	3/23/2018	5/9/2018	5:30 PM-9:30 PM
SPRING 2017-2018	OLM 531 HF 4	Leading Culturally & Generationally Div Pop	Friday/Online	3/23/2018	5/9/2018	5:30 PM-9:30 PM
SPRING 2017-2018	OLM 560 HF 4	Developing Systems Literacy	Friday/Online	3/23/2018	5/9/2018	5:30 PM-9:30 PM
SPRING 2017-2018	OLM 570 HF 4	Strategic Management and Finance	Friday/Online	3/23/2018	5/9/2018	5:30 PM-9:30 PM
SPRING 2017-2018	OLM 580 HSA 4	Leadership Project Management Strategy	Saturday/Online	3/24/2018	5/7/2018	8:45 AM-12:45 PM
SUMMER 2017-2018	OLM 521 HF 5	Ethical Decision Making	Friday/Online	5/11/2018	7/2/2018	5:30 PM-9:30 PM
SUMMER 2017-2018	OLM 540 HSA 5	Business and Professional Communication	Saturday/Online	5/12/2018	7/2/2018	8:45 AM-12:45 PM
SUMMER 2017-2018	OLM 590 HSA U	Capstone Project	Saturday/Online	5/12/2018	8/27/2018	9:30 AM-12:30 PM
SUMMER 2017-2018	OLM 531 HF 6	Leading Culturally & Generationally Div Pop	Friday/Online	7/13/2018	8/27/2018	5:30 PM-9:30 PM
SUMMER 2017-2018	OLM 550 HSA 6	Strategic Human Resource Management	Saturday/Online	7/14/2018	8/27/2018	8:45 AM-12:45 PM
SUMMER 2017-2018	OLM 570 HSA 6	Strategic Management and Finance	Saturday/Online	7/14/2018	8/27/2018	8:45 AM-12:45 PM

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# GRADUATE COURSE DESCRIPTIONS

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## Graduate Success Seminar

GSS 500

Graduate Success Seminar

Students must earn a "P" to pass this course.

This one-credit three-week course provides graduate students with an overview of topics that are essential to student success. Course topics include APA formatting and style, graduate-level scholarly writing and academic expectations, time management navigating flexible delivery, and the services and opportunities provided by the Graduate Student Association.

## Healthcare Administration (HCA)

HCA 501

Introduction to Healthcare Administration: History, Economics, and Theory

A grade of B or above is required in this course.

This course provides a review of healthcare organizations and enables students to develop an understanding of the history of the US healthcare system. Topics include the evolution of healthcare delivery and theory during a time of economic, financial, and regulatory challenges with emphasis on political and social forces. In response to these influences, the focus of studies includes analysis of the impact of the evolving consumer movement and the various approaches used to maintain efficient and effective organizational structures.

HCA 510

Ethics in Healthcare Administration

A grade of B or above is required in this course.

Prerequisite: Completion of or concurrent enrollment in HCA 501

This course will focus on moral values and principles applicable in complex healthcare organizations. This course is intended to serve as an arena for discussion and inquiry regarding what is good and what is right as related to bioethical and socio-ethical issues both current and historical. Topics and studies in this course are designed to inculcate decision-making skills to assist with designing health services models based on the development of various healthcare organizations' services, theory, mission, and vision.

HCA 520

Healthcare Informatics and Information Technology

A grade of C or above is required in this course

Prerequisites: OLM 501, OLM 503, HCA 501

This course focuses on healthcare information, clinical, financial, and evidence-based systems. The course assists with formulating effective, safe, and strategic directions in the ramifications of ever-evolving electronic health record challenges associated with focus on the meaningful use of technology. Students are expected to research an ineffective technology business scenario and evaluate, compare and weigh vendors for selecting the best-fit technology and implementation process for an e-health application. The course introduces students to the richness of safe, secured, confidential, and effective healthcare technology implementation and application processes.

HCA 530

Healthcare Law and Compliance

A grade of C or above is required for this course.

Prerequisites: OLM 501, OLM 503, HCA 501

Contemporary administration requires a thorough understanding of the federal policy and regulatory development process. In this course, students analyze the history and regulatory implications of health financing legislation. This course examines the impact of emerging social, ethical, legal, and political issues on the future of the health care system. Emphasis is on the creation of innovative models of health care delivery.

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## GRADUATE COURSE DESCRIPTIONS

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### Healthcare Administration (HCA)

#### HCA 540

Performance Leadership and Culture in Healthcare

A grade of C or above is required in this course.

Prerequisites: OLM 501, OLM 503, HCA 501

This course examines the complexity of managing staff and resources needed to deliver quality healthcare services. The course is a combination of theoretical and practical approaches for performance management. Students are expected to learn how to determine the strengths, vulnerabilities, and opportunities of healthcare services, as well as engage in leadership practices that promote a culture of employee loyalty and longevity within organizations.

#### HCA 550

Risk Management and Insurance in Healthcare

A grade of C or above is required in this course.

Prerequisites: OLM 501, OLM 503, HCA 501

This course provides in depth studies of quality improvement methodologies, tools, and issues related to healthcare. Students will closely examine the relationship between quality improvement programs, risk management, and principles applicable to healthcare services, designs, roles and responsibilities in the intergration of quality improvement and processes with healthcare insurance and risk management.

#### HCA 580

Healthcare Practicum

A grade of B or above is required in this course.

Prerequisites: All prior courses in MSHCA must be completed; may be taken in same term as HCA 590.

This course provides a means to test and exercise the impact of challenges faced in a complex virtual healthcare environment. Students are enabled to apply innovative healthcare practices and ideas to virtual healthcare environments with patient flow. The course will convey ideas of healthcare processes, technology, and system implementation and change enabling students to provide detailed analytics for generating effective, safe, and quality healthcare improvement.

#### HCA 590

Capstone Project - Healthcare Administration

A grade of B or above is required in this course.

Prerequisites: All prior courses in MSHCA must be completed; may be taken in same terms as HCA 580.

This is the capstone course for the MSHCA degree program. Students will demonstrate comprehension of healthcare practices and theories with respect to leadership, research, planning and process implementation. In conjunction with comprehensive feedback from graduate faculty, students will select a healthcare topic and prepare a research proposal for approval early in the course. Ultimately, students will develop and present a final project demonstrating competence in conducting and presenting healthcare research, theory, or process and technology management at the graduate-level. The final product will subsequently be submitted to the College for final approval.



## GRADUATE COURSE DESCRIPTIONS

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### Organizational Leadership & Management (OLM)

#### OLM 501

Foundations of Contemporary Leadership Theory & Practice

A grade of B or above is required in this course.

This course provides the foundational learning of the core concepts and theories in the field of organizational leadership. Students will explore the meta-view of organizations and the structures, human resources, and political and cultural dynamics common to all types of organizations. This meta-view will also include sub concepts of multigenerational workgroups, power and authority, the dynamics of teams, and change. The course will also provide a foundation for understanding leadership, using the theories of Kouzes and Posner as well as Daniel Goleman. Leadership styles, changing notions of leadership, followership, and emotional intelligence will be explored through both theory and case studies.

#### OLM 503

Applied Research Methods

A grade of B or above is required in this course.

Prerequisites: OLM 501 must be completed or concurrently enrolled.

This course is an introduction to applied research as it relates to organizational leadership. Emphasis will be placed on the analytical problem solving needed to measure and evaluate organizational improvement efforts. Students will learn how to use research as a tool for problem solving and intervention. Included are theories and types of research, analyzing the reliability and validity of published research, and applying research findings to professional practice. Students are encouraged to use a work-based project concept as the basis for their research skill development. This research proposal will serve as the foundation for the applied capstone project.

#### OLM 511

Systems Dynamics and Change

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

This course is grounded in understanding that change is constant in the 21st century, especially in organizations. Willingness to change is intricately linked to motivation. As such, leaders need to have a solid understanding of the dynamics of the change process and individual motivation in order to create effective strategies for the ongoing management of the enterprise. A critical component of managing change is the competency needed to assess large and small system effectiveness. Equally important is the impact of changing systems on the functioning of teams and the roles within teams. This course explores the theory and practice of change, organizational assessment and diagnosis, and managing effective teams through case studies and applied projects.

#### OLM 521

Ethical Decision Making

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

This course will compare and contrast various ethical decision making theories and constructs as applied to leadership and organizational decision making. Students will use emerging research and publications to explore how one can be effective and ethical while operating in an organization. Included will be the inter-relationship between personal values, organizational systems, and culture, and how issues of control, power, rank, and privilege impact ethical decision making. Case studies and personal experience will be used to deepen learning and understanding of the challenges in ethical decision making in the 21st century.

## GRADUATE COURSE DESCRIPTIONS

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### Organizational Leadership & Management (OLM)

#### OLM 523

##### Transcendent Leadership

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

Current research demonstrates that a combination of emotional, social, and systems intelligence drives performance; in particular it travels from the leader through the organization to bottom-line results. In order to be effective, a leader needs to develop his or her leader awareness from the inside out. The most effective leaders have evolved from a focus on self (ego) to the ability to not only be transformative, but transcendent, in their view of the greater purpose to their work. This course builds on material covered in OLM 501 and relates to the leader's self-awareness, self-management, and understanding of his or her impact on the organization through empathy and ability to effectively manage the relationship system in which they function. Students will develop their own conscious awareness of their leadership and an understanding of managing their deliberate impact on the organization. The course will be grounded in research with practical implication for the ongoing development of the leader within.

#### OLM 531

##### Leading Culturally & Generationally Diverse Populations

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

In an increasingly complex and fast-changing world, we cannot just rely on charismatic leaders to solve our problems. We need to cultivate leadership at all levels of any organization that can create positive relationships with the multiple generations that currently exist in the workplace and with people representing all cultures, genders, beliefs, races, ages, differently-abled, and sexual orientations. The dynamics of social factors and cultural diversity in organizations will be examined both through theory and case studies, giving students tools to be successful in a global economy. Included will be different leadership styles in different cultures and the implications of working in multinational organizations.

#### OLM 540

##### Business and Professional Communication

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

This course addresses the new principles of leadership communication in the Information Age. Emphasis is placed on developing competence in verbal and nonverbal communication as well as effective writing principles. Students will explore how to effectively integrate email, text messages, social media, and virtual forms of communication and emerging technologies in the professional world. Communications management including techniques for motivation, conflict resolution, mediation, and negotiation will be explored.

#### OLM 550

##### Strategic Human Resource Management

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

Leaders are called upon to strategically consider the level and appropriate deployment of human resource capital needed to fulfill the mission of the organization. This course reviews the latest research in the field that demonstrates how human resource management impacts organizational strategy. Students will explore concepts in human resource development, human performance systems, organizational planning, and team development. Emphasis will be placed on the emerging importance of coaching for both talent and leadership development in today's organizations.

## GRADUATE COURSE DESCRIPTIONS

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### Organizational Leadership & Management (OLM)

OLM 560

Developing Systems Literacy

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

This course provides an overview of the information needs of 21st century organizations, the role information systems play in meeting those needs, and potential for information systems to be a source of competitive advantage and a driver of organizational change. Topics covered include the types of information systems and the component parts, the strategic and operational uses of information systems, the changing role of information systems in organizations, and issues in the planning, design, implementation, and management of information systems.

OLM 570

Strategic Management and Finance

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

In a rapidly changing world, leaders are challenged to become more strategic in both their individual leadership and in service of the enterprise. This course focuses on the strategic planning and decision making processes of organizations, including determining vision, core mission, goal development, implementation, and evaluation. Included in strategy are the financial viability, planning, and monitoring needed to ensure long term sustainability and success. Students will apply current theory, practice, and research to real world examples of organizations for which they will develop a comprehensive strategic and financial plan that addresses the needs of all stakeholders.

OLM 580

Leadership Project Management Strategy

A grade of C or above is required in this course.

Prerequisites: OLM 501 and OLM 503

This course provides the fundamental concepts, processes, and techniques necessary to successfully manage projects in organizations. Students will combine theory and personal experience to explore the fundamental nature of projects and the techniques involved in project management. Concepts such as the definition of a project, the nature of the project team, and the role and function of the project manager are presented. Discussion incorporates the language of projects, the context in which projects are conducted, and the key players in the project management process. Students investigate practical application of project management principles as applied to practice settings. The Project Management Body of Knowledge (PMBOK) is introduced as the basis to further explore practices, tools, and techniques for successful project management. Project integration, a coordination function of the project manager requiring effective human resource and communications management, is explored.

OLM 590

Capstone Project

A grade of B or above is required in this course.

Prerequisites: OL 503 and completion of all required course work.

Students will be required to submit a master's project that is a comprehensive document that provides concrete evidence of the integration and practice of organizational leadership, knowledge, and skills learned as a result of taking the courses in the program. Students will build on the topic identified early in the program, and in conjunction with graduate faculty will prepare a draft proposal and final project for approval and presentation. The final product will subsequently be submitted to the College for final approval.



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