



The University Made for You



UMUC IN MARYLAND AND AROUND THE WORLD

At University of Maryland University College (UMUC), a high-quality education is always within reach. UMUC is dedicated to offering on-site and online courses and resources to adult students in Maryland and around the world. Under contract to the U.S. Department of Defense, UMUC is one of the largest providers of education to the U.S. military worldwide and serves 50,000 active-duty military servicemembers, reservists, veterans, and their families. With more than 140 worldwide classroom and service locations in more than 20 countries and territories and more than 90 undergraduate and graduate degree, certificate, and specialization curricula offered entirely online, UMUC makes it possible to earn a widely respected degree from just about anywhere.

UMUC's commitment to students around the globe extends far beyond providing access to excellent degree programs. An online academic and administrative services portal, MyUMUC, makes it simple for you to register for courses, pay tuition, apply for graduation, and update your personal information when it's convenient for you. You can also access academic and career advising, financial aid counseling, library services, and much more online via the university's website or by phone or e-mail. All over the world, UMUC gives you what you need to succeed.

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The following information is an update to the *2018–2019 Graduate Catalog* and represents changes and additions made after original publication. Refer to the *2018–2019 Graduate Catalog* for information on all other programs, services, and policies.

DOCTORAL PROGRAMS

DOCTOR OF BUSINESS ADMINISTRATION

AVAILABLE SPRING 2019

The following curriculum and degree requirements apply to students who begin continuous study on or after April 1, 2019.

Stand out with a Doctor of Business Administration, a degree that defines accomplishment.

Designed for executive-level working professionals, the Doctor of Business Administration (DBA) program emphasizes management theory and strategic thinking, organizational leadership and change, research and innovation, and sustainability in the global business environment. Through applied research and analysis of real-world management issues, you'll gain sophisticated knowledge for the executive level of management.

The cohort structure promotes close, interactive partnerships among students, faculty, and staff and a supportive network for lifelong learning. You'll also benefit from exposure to national and global perspectives and experiences with geographically diverse classmates and faculty.

What You'll Learn

Through your coursework, you will learn how to

- Conduct and evaluate management research for decision making
- Investigate the overall business intelligence environment in an organization
- Develop ethical solutions to complex organizational problems
- Initiate and lead successful change

Career Preparation

This program is designed to help prepare you for management and leadership roles in for-profit, nonprofit, governmental, and nongovernmental organizations; internal and external consulting; and higher education administration and teaching.

Your Coursework

The DBA program will help you gain the research and management competencies necessary to acquire, appraise, analyze,

apply, and assess information for complex evidence-based decision making.

Coursework Examples

- Perform qualitative management research and effectively communicate findings to practitioners
- Assess management environments and develop problem-concept models
- Design and implement evidence-based solutions aligned with organizational needs
- Assess an enterprise's analytic capabilities to develop recommendations for a stronger business intelligence climate
- Present innovative ideas at professional conferences and submit for publication

Program Overview

The DBA program requires the completion of 48 credits of coursework, including 36 credits in academic content coursework and 12 credits of dissertation coursework. Attendance at a two-day residency on-site in Maryland each term is mandatory. DBA 600 (described on p. 7) is prerequisite to the program.

Admission Requirements

To enroll in the DBA program, you must have a master's degree in an appropriate field of study. Successful completion of the prerequisite course (i.e., with a grade of B or better) is required for full admission to the program. The complete admission file must be reviewed before you can enroll in DBA 600.

Application Procedures

To apply, you must submit

- A completed doctoral program admission application with the \$100 application fee
- An official transcript indicating completion of a master's degree or higher from a regionally accredited university or college (Equivalent degrees from other accredited institutions may be considered on a case-by-case basis. If you were educated abroad, see umuc.edu/internationalstudent for additional requirements.)

Course descriptions are found on pp. 7–10.

DOCTORAL PROGRAMS

- An up-to-date résumé indicating professional leadership and management experience
- Two letters of reference (professional or academic)
- A personal statement that outlines your interest in doctoral study and future goals
- Two reviews of scholarly, peer-reviewed, academic research-based articles that pertain to your area of interest in management research

Admission criteria are provided online and in the graduate catalog.

Preparation Recommended for Success

Expectations

You are expected to have supervisory management experience and a management or business background.

Recommendations

UMUC's doctoral program is writing-intensive. To improve your writing skills, you should take the noncredit course ASC 601.

Degree Requirements

Doctor of Business of Administration

PREREQUISITE COURSE

DBA 600 Foundations of Doctoral Study (3)

REQUIRED CORE COURSES

DBA 800	Interpreting and Translating Management Theory in Practice (6)
DBA 810	Research as a Tool for Management Decision Making (6)
DBA 820	Evidence-Based Research Methods (6)
DBA 830	Data Analytics in Practice (6)
DBA 840	Designing Evidence-Based Management Solutions (6)
DBA 850	Producing Original Management Ideas That Influence: Publishing and Conferencing (6)
DBA 860	Producing Actionable Knowledge: Dissertation Problem Statement and Literature Review (4)
DBA 870	Producing Actionable Knowledge: Dissertation Methodology and Analysis (4)
DBA 880	Producing Actionable Knowledge: Management Implications from Dissertation Research (4)

COURSE SEQUENCING

Courses must be taken in the order listed.

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

Course descriptions are found on pp. 7–10.

MANAGEMENT PROGRAMS

MASTER OF SCIENCE IN TRANSFORMATIONAL LEADERSHIP

AVAILABLE SPRING 2019

The following curriculum and degree requirements apply to students who begin continuous study on or after April 1, 2019.

Reposition your military leadership skills and gain new competencies to transition to civilian organizations.

The Master of Science (MS) in Transformational Leadership program is designed for students with military experience who want to build on and maximize their leadership training and skills to transition to corporate, nonprofit, or government organizations. Each course offers you practical experience by using workplace scenarios to apply your strategic-thinking and decision-making skills in both group and individual activities with civilian organizations. You “learn by doing” and graduate better prepared for workplace opportunities. The program provides hands-on experience with transformational leadership strategies and techniques that will enable you to effect change at the individual, group, and organizational levels and prepare you for positions in civilian organizations. You’ll utilize theories and concepts in leadership in a civilian context, focusing on the dynamics of leadership and building skills in communication, strategic planning and management, team building, conflict resolution and mediation, fiscal and performance-based decision making, change management, project management, and organizational learning.

What You’ll Learn

Through your coursework, you will learn how to

- Analyze your strengths and weaknesses as a leader and leverage them to accomplish strategic goals
- Manage civilian employees and help them perform at higher levels
- Analyze the performance of an organization through metrics and formulate strategies to improve that performance
- Manage change in the organization’s environment

Career Preparation

The program is designed to prepare you for senior leadership positions in public, private, and nonprofit organizations in various fields.

Your Coursework

The curriculum is designed to enhance the knowledge you have already gained through your military experience, by examining the organization first from the inside, then looking outward at the environment it navigates. Ultimately, you’ll work on a project with a civilian organization.

Coursework Examples

- Assess and evaluate one’s own leadership skills using a leadership instrument created by experts in the field
- Create an individual development plan to leverage strengths and address skills that could benefit from development
- Develop performance and productivity metrics for individual employees and project teams
- Assess employee engagement and satisfaction and strategies for setting goals for individuals, departments, and the organization as a whole
- Evaluate workforce readiness to meet the immediate and long-term goals of an organization.
- Create employee development plans that outline strategies tailored to individual employees based on their employee profile and in support of the organization’s succession strategies and workforce plan
- Analyze trends and specific data points to support decision making within an organization
- Develop a performance predictive indicators report that provides guideposts for the organization’s strategic planning

MANAGEMENT PROGRAMS

MS IN TRANSFORMATIONAL LEADERSHIP

Required Core Courses	36
Total Credits	36

Admission Criteria

To be admitted to the program, you must meet the standard criteria for graduate admission and belong to one of the following military populations:

- Full-time active-duty members of the U.S. Armed Forces
- Members of the National Guard
- Reservists
- Veterans of the U.S. Armed Forces
- Commissioned Corps members of the U.S. Public Health Service
- Commissioned Corps members of the National Oceanic and Atmospheric Administration

Note: You are responsible for providing the documentation necessary to verify your military status.

If you are a civilian without military experience and are interested in developing your leadership and strategic skills, you may benefit by pursuing the MBA or MS in Management.

Preparation Recommended for Success

Expectations

You are expected to have some leadership experience as an officer (noncommissioned or commissioned).

Recommendations

Taking ASC 601 is recommended to improve writing skills.

Degree Requirements

Courses must be taken in the order listed.

MS in Transformational Leadership

DCL 600	Decisive Thinking, Communicating, and Leading (6)
TLP 610	Repositioning Your Leadership Skills (6)
TLP 620	Leading in the Organization (6)
TLP 630	Leading with Strategy and Performance Measures (6)
TLP 640	Leading Through Change and Uncertainty (6)
TLP 670	Leadership Capstone (6)

Criteria for Program Progression

You must complete each course with a grade of B or better to advance to the next course. (The grade of C is not available for these courses.) Your course syllabus will explain options for and consequences of requesting an Incomplete.

HEALTHCARE AND SCIENCE PROGRAMS

MASTER OF SCIENCE IN HEALTHCARE ADMINISTRATION

AVAILABLE SPRING 2019

The following curriculum and degree requirements apply to students who begin continuous study on or after January 1, 2019.

Develop advanced managerial skills in the graduate healthcare administration program to become an agile, adaptive leader.

Healthcare administrators manage complex organizations that serve diverse individual and community needs. The master's degree program in healthcare administration is designed to develop leaders in this dynamic field that touches all of us. In this program, you can gain the expert knowledge, management skills, and strong professional development you need to seize career opportunities and maximize your potential in this era of rapid healthcare transformation.

UMUC is nationally recognized as a leader in online graduate healthcare programs. By actively participating in national-level discussions that shape healthcare education, we help to ensure that your UMUC degree is recognized, relevant, and respected.

What You'll Learn

Through your coursework, you will learn how to

- Demonstrate knowledge of different models in healthcare administration, including contemporary theories, critical perspectives, and best practices for performance excellence in a highly competitive healthcare environment
- Apply strong financial management skills, including techniques for responding to uncompensated care, cost increases, increased competition, and increased regulation
- Use statistical tools to analyze health data and make effective business decisions
- Use decision-making skills for institutional management, organizational development, and intercultural work environments
- Strategically plan, implement, and evaluate information systems

- Evaluate regulatory constraints, provider liability, patient rights, employment law and labor relations, and administrative law for healthcare organizations
- Analyze public health issues and their impact on healthcare organizations
- Solve ongoing problems in healthcare financing and delivery

Career Preparation

This program is designed to help prepare you for a leadership role in a dynamic sector. Potential career opportunities include department management, health systems analysis, legislative work, and executive leadership in the private sector, professional societies, nonprofit organizations, the military, and all levels of government.

Your Coursework

The healthcare administration curriculum features emerging topics in the field. Our faculty lend their extensive field experience, and we build in opportunities for you to network with employers through your coursework.

Coursework Examples

In past projects, students have had the opportunity to

- Interview key healthcare professionals about current and future trends in the healthcare marketplace
- Develop a strategic plan and budget for improving the delivery of care
- Analyze the implications of evolving statutes and regulations on healthcare costs, access, and quality
- Contact a public health agency to analyze and give a presentation on a public health program or policy

Industry Certification

This program is designed to help prepare you for the Board of Governors examination for certification as a Fellow of the American College of Healthcare Executives (FACHE).

HEALTHCARE AND SCIENCE PROGRAMS

Honor Society

Information on eligibility for membership in the UMUC chapter of Upsilon Phi Delta, the national academic honor society of the Association of University Programs in Health Administration, is available on p. 142 of the *2018–2019 Graduate Catalog*.

MS IN HEALTHCARE ADMINISTRATION

Required Management Foundation Courses	9
Required Healthcare Administration Courses	30
Required Capstone Course	3
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Total Credits	42

Preparation Recommended for Success

Recommendations

If you lack a recent background in finance or accounting, you should take UCSP 620 before MGMT 640. If you lack a recent background in statistics, you should take UCSP 630 before MGMT 650. Taking UCSP 605 is recommended to help improve writing skills.

Degree Requirements

MS in Healthcare Administration

INITIAL REQUIREMENT

(to be taken within the first 6 credits of study)

UCSP 615 Orientation to Graduate Studies at UMUC (0)

REQUIRED MANAGEMENT FOUNDATION COURSES

MGMT 615 Intercultural Communication and Leadership (3)

MGMT 640 Financial Decision Making for Managers (3)

MGMT 650 Statistics for Managerial Decision Making (3)

REQUIRED HEALTHCARE ADMINISTRATION COURSES

HCAD 600 Introduction to Healthcare Administration (3)

HCAD 610 Information Technology for Healthcare Administration (3)

HCAD 620 The U.S. Healthcare System (3)

HCAD 625 The Business of Healthcare (3)

HCAD 630 Public Health Administration (3)

HCAD 635 Long-Term Care Administration (3)

HCAD 640 Financial Management for Healthcare Organizations (3)

HCAD 650 Legal Aspects of Healthcare Administration (3)

HCAD 660 Healthcare Institutional Organization and Management (3)

HCAD 665 Strategic Issues in Healthcare Leadership (3)

REQUIRED CAPSTONE COURSE

HCAD 670 Healthcare Administration Capstone (3)

COURSE SEQUENCING

- You are strongly encouraged to take HCAD 600 and MGMT 615 as the first courses in the program.
- MGMT 615 is prerequisite to HCAD 660.
- MGMT 640 is prerequisite to HCAD 640.
- MGMT 640 and MGMT 650 should not be taken at the same time.
- MGMT 650 should be taken in the second or third semester.
- You must complete 36 credits before enrolling in HCAD 670.

Course descriptions are found on pp. 7–10.

COURSE DESCRIPTIONS

DBA (Doctoral Studies in Business Administration)

DBA 600 Foundations of Doctoral Study (3)

Prepare for doctoral studies by developing foundational skills in evidence-based research and analytical writing. Engage in critical thinking, in-depth analysis, evaluation of published scholarship, and research synthesis. Assess personal readiness for doctoral study.

DBA 800 Interpreting and Translating Management Theory in Practice (6)

Evaluate management theories to explain organizational operations in relation to forces that act at the levels of the individual, group, and society. Connect these explanations within practitioner systems, and analyze and associate management theories with practical management strategies.

DBA 810 Research as a Tool for Management Decision Making (6)

Develop the capability to review, evaluate, and perform management research for decision making, and critically interpret both qualitative and quantitative research methodologies. Apply tools of business research to advise an organization in decision making. Refine skills to effectively communicate management research findings to practitioners.

DBA 820 Evidence-Based Research Methods (6)

Acquire and appraise evidence using sophisticated bibliographic search strategies to inform management decision making. Defend qualitative data analysis research choices. Apply evidence-based solutions to an organization, and assess their effectiveness. Develop a plan to use assessments to iteratively improve solutions.

DBA 830 Data Analytics in Practice (6)

Review and refine quantitative skills essential for analytical leadership. Explore methods of data mining, forecasting, and predictive models to inform and enable evidence-based decision making, and investigate the data environment in an organization. Assess an enterprise's current capabilities to develop recommendations for a stronger business intelligence climate.

DBA 840 Designing Evidence-Based Management Solutions (6)

Prepare advice for an organization seeking management solutions to a specific problem. Analyze and evaluate organizational context, select appropriate management tools, and develop solutions. Employ project management methods, and collaborate effectively with the team face-to-face and online. Produce written and oral presentations of results and recommendations to organizational stakeholders.

DBA 850 Producing Original Management Ideas That Influence: Publishing and Conferencing (6)

Identify a management problem, create an evidence-based research approach to solve the problem, and execute it. Present results at a scholarly or practice conference, and submit written results in the form of a professional quality article to a scholarly or practice journal.

DBA 860 Producing Actionable Knowledge: Dissertation Problem Statement and Literature Review (4)

Construct a framework for investigating a relevant management problem. Identify the scope of the problem, construct a suitable research question, and examine the scholarly literature that provides a credible and insightful explanation of the primary concepts and relationships surrounding the problem. Produce the dissertation problem statement and literature review chapter.

DBA 870 Producing Actionable Knowledge: Dissertation Methodology and Analysis (4)

Design an evidence-based research approach to investigate the dissertation management problem. Collect relevant data to answer the research question, and analyze and interpret the data to consider how they inform the research question. Produce the dissertation methods and results chapters.

DBA 880 Producing Actionable Knowledge: Management Implications from Dissertation Research (4)

Complete the dissertation process. Formulate and explain the implications and value of the research findings for management practice, and make specific recommendations to improve management practice. Present and defend the dissertation research successfully, and publish it.

DBA 899 Continuing Doctoral Matriculation (1)

Continue dissertation work.

COURSE DESCRIPTIONS

DCL (Decisive Communication and Leadership)

DCL 600 Decisive Thinking, Communicating, and Leading (6)

Prepare for academic and professional success by developing skills that employers want in their employees. Explore your area of study to learn how it connects with your career aspirations, create a professional social network presence, and use critical thinking to inform decisions. Improve and refine your skills in communication, critical thinking, quantitative reasoning, and team leadership. Hone your professional writing and oral communication skills to produce effective presentations, and become proficient with spreadsheets, collaboration tools, and other professional software.

HCAD (Healthcare Administration)

HCAD 600 Introduction to Healthcare Administration (3)

An introduction to the principles of management and leadership as the foundations for the administration of healthcare products and service delivery. The evolution of management principles and practices are traced, and the bases for healthcare administration are analyzed. Emphasis is on the management of global healthcare systems in technological societies and the need for innovation and creativity in healthcare administration. Focus is on mastering graduate-level critical thinking, writing, and ethical decision-making skills.

HCAD 610 Information Technology for Healthcare Administration (3)

An overview of the management perspective of information technology (IT) and how healthcare administrators can use IT to maximize organizational performance. Fundamental principles of IT and data management and their implications for healthcare administrators are reviewed. Discussion explores the use of technology, databases, and other analytical tools to structure, analyze, and present information related to healthcare management and problem solving. Topics also include strategic information systems planning; systems analysis; and system design, evaluation, and selection. Current applications, such as patient care, administrative and strategic decision support, managed health, health information networks, and the internet, are examined to determine how they may be used to meet the challenges facing healthcare administrators today and in the future. Focus is on the legal and ethical issues related to IT and their practical implications for the healthcare administrator.

HCAD 620 The U.S. Healthcare System (3)

A comprehensive examination of the complex, dynamic, rapidly changing healthcare system in the United States. The healthcare system's major components and their characteristics are identified. Emphasis is on current problems in healthcare financing and delivery. Social, economic, and political forces that have shaped and continue to influence the system are traced. The healthcare system in the United States is compared with systems in industrialized and developing nations. Analysis covers current trends in healthcare and prospects for the future.

HCAD 625 The Business of Healthcare (3)

Prerequisite: HCAD 620. A detailed exploration of operational issues unique to the dynamic and highly regulated realm of healthcare. Discussion covers challenges presented by regulatory mandates, market forces, and multiple interconnected matrix organizations, as well as defining and meeting the needs of the community.

HCAD 630 Public Health Administration (3)

An in-depth study of the field of public health, emphasizing leadership and management. The current U.S. public health system is analyzed, focusing on federal, state, and local public health entities and their management issues. Connections and relationships between the system of public health and the private personal health services market are also analyzed. Topics include the history and current status of public health, core functions, legislation, ethics, accountability (including assessment and evaluation), and the politics and financing of public health, particularly in light of the increased utilization of evidence-based budgeting. Contact with a public health agency to analyze a public health program or policy may augment text and lecture presentation.

HCAD 635 Long-Term Care Administration (3)

A study of the different components of the long-term-care service delivery system. Topics include residential settings (such as skilled nursing facilities, assisted living facilities, and continuing care retirement communities), home care services, community-based service programs, and hospice care. The goal is to apply contemporary management theory, concepts, and models to the entities that make up the long-term-care service delivery system. Specialized case studies are used to supplement course materials and examine best practices for fostering performance excellence.

HCAD 640 Financial Management for Healthcare Organizations (3)

Prerequisite: MGMT 640. An in-depth study of healthcare economics and the financial management of healthcare organizations. The economic principles underlying the American healthcare market and the financial management of health services organizations within that market are examined. Analysis covers free market and mixed market economies; barriers to free market economies; healthcare industry regulation, licensure, and certification; and various coverage and healthcare payment mechanisms. Topics also include reimbursement mechanisms and their effect on healthcare provider organizations, managed care, capitation, and per case or per diagnosis payment, as well as how these financial strategies are utilized by third-party payers. Focus is on financial challenges such as uncompensated care, cost increases, increased competition, and increased regulation and how healthcare providers should respond to them. Ratio analysis, cost analysis, working capital, capital budgeting and investment in relation to net present value and value added to the organization, and other financial management techniques are also discussed.

HCAD 650 Legal Aspects of Healthcare Administration (3)

A comprehensive analysis of the more significant legal issues encountered by healthcare administrators and the ramifications of those issues. Both theoretical and practical applications of law are addressed with an analytical focus on the prompt identification of legal and bioethical issues arising from and affecting various healthcare employment settings. The intersection of law, ethics, and bioethics is scrutinized in various contexts. The principles of healthcare law in a complex constitutional system are examined in relation to current proposals and policy developments in areas such as privacy, contracts, tort reform, and the regulation of the healthcare marketplace. Topics include legal and regulatory constraints imposed on the healthcare industry, the liability of healthcare providers, the rights of patients, employment law and labor relations, and administrative law for healthcare organizations.

HCAD 660 Healthcare Institutional Organization and Management (3)

A study of the nature of management and how it is applied in various healthcare settings. Contemporary theories, critical perspectives, models, and best practices designed to foster performance excellence in the highly competitive healthcare environment are examined. Discussion also addresses the complexities and challenges of health systems.

HCAD 665 Strategic Issues in Healthcare Leadership (3)

Prerequisite: HCAD 660. An examination of strategic issues driving the future of healthcare. Focus is on identifying and preparing to meet the needs of changing communities, integrating rapid technological and scientific advances, and ensuring institutional viability. Topics include development and dissemination of strategic goals and shaping organizational values.

HCAD 670 Healthcare Administration Capstone (3)

Prerequisite: 36 credits of program coursework. A capstone study of healthcare administration that integrates knowledge and skills gained from previous study in the development of a systems approach to healthcare administration. Focus is on public and private healthcare delivery systems, alliances with internal and external environments, and strategic decision making and implementation in the rapidly evolving global arena of healthcare administration.

MGMT (Management)

MGMT 615 Intercultural Communication and Leadership (3)

(Not open to students who have completed MGMT 620 or MGMT 625.) A study of organizational communication, leadership, and decision-making skills essential for all managers in intercultural environments. Theories of culture are examined and applied in relation to leadership style and practices as well as to organizational communication across cultural groups. Team development and leadership are explored in an intercultural environment.

MGMT 640 Financial Decision Making for Managers (3)

Prerequisite: Knowledge of the fundamental concepts of financial accounting and economics, including opportunity cost, the time value of money, and financial analysis. An investigation of financial decision making in business, government, and not-for-profit organizations. Emphasis is on the application of financial and nonfinancial information to a wide range of management decisions, from product pricing and budgeting to project analysis and performance measurement. A variety of decision-making tools (such as break-even analysis, activity-based costing procedures, and discounted cash flow techniques) are studied. Contemporary managerial practices are explored.

COURSE DESCRIPTIONS

MGMT 650 Statistics for Managerial Decision Making (3)

Prerequisite: Knowledge of the fundamentals of statistical methods, techniques, and tools. An examination of how managers organize, analyze, and interpret data for decision making. Focus is on developing skills in using statistical tools to make effective business decisions in all areas of public- and private-sector decision making, including accounting, finance, marketing, production management, and human resource management. Topics include collecting data; describing, sampling, and presenting data; probability; statistical inference; regression analysis; forecasting; and risk analysis. Microsoft Excel is used extensively for organizing, analyzing, and presenting data.

TLP (Transformational Leadership)

TLP 610 Repositioning Your Leadership Skills (6)

Prerequisite: DCL 600. Examine how leadership takes place within organizations, and master the most effective leadership styles for directing individuals, projects, and groups to success. Demonstrate the differences between managing and leading, focusing on motivating and inspiring individuals in preparation for future challenges and opportunities. Explore the various roles that leaders take on in domestic and global markets, and discover how leaders influence events that can drive success through individual and collaborative efforts. Create your own personal brand as you begin a journey to becoming a transformational leader.

TLP 620 Leading in the Organization (6)

Prerequisite: TLP 610. Analyze the dynamics involved in leading a workforce of multigenerational and diverse talent. Develop strategies for facilitating an inclusive work culture and maximizing the varied skill sets and experiences of employees. Weigh the impact of workforce change on organizations, and consider the potential challenges that run counter to a respectful, civil, and ethical work environment. Create planning strategies for retention and succession and techniques for coaching and mentoring emerging leaders.

TLP 630 Leading with Strategy and Performance Measures (6)

Prerequisite: TLP 620. Gain the tools needed to assess the organization's bottom line and action steps for growth and sustainability. Apply strategic management theories and practice to measure and motivate organizational performance, identify trends, and manage the different stages of the organization's life cycle. Become proficient using tools to review and interpret analytics, market research, and financial data that can drive short- and long-range strategic decisions and identify potential deficiencies that run counter to the organization's mission and goals.

TLP 640 Leading Through Change and Uncertainty (6)

Prerequisite: TLP 630. Apply change management techniques for leading and maintaining stability during unplanned, turbulent events within the organization. Analyze and implement strategic planning and decision-making approaches to diagnose the symptoms and predictors of organizational challenges and obstacles to change. Use change management models to assess organizational performance, process reengineering, and forecast outcomes and resistance to change at the individual, group, and organization levels.

TLP 670 Leadership Capstone (6)

Prerequisite: TLP 640. Lead a real-world consulting project. Apply the techniques of project management as you collaborate with a partnering organization to develop a strategic and financial plan to address an organizational issue. Use client-relationship management, organizational diagnosis models, and coaching and presentation skills to complete your consulting project, and showcase your solutions and plans to your partner organization.

UCSP (Special Topics)

UCSP 615 Orientation to Graduate Studies at UMUC (0)

(Required within the first 6 credits of graduate study for all new graduate students, except those in programs requiring CBR, DCL, or PRO 600.) An overview of the skills needed for academic and professional success. Focus is on enhancing communication and critical thinking skills. Assignments provide familiarity with tools such as social media and library and information resources. APA style and resources are also addressed.

NONDISCRIMINATION

UMUC is committed to equal opportunity for all individuals and adheres to federal, state, and local laws and regulations that prohibit discrimination and retaliation, as incorporated by UMUC Policy 040.30 Affirmative Action and Equal Opportunity (umuc.edu/policies/adminpolicies/admin04030.cfm) and UMUC Policy 041.00 Sexual Misconduct (umuc.edu/policies/adminpolicies/admin04100.cfm).

UMUC does not discriminate against any person on the basis of race, religion, color, creed, sex, gender, gender identity or expression, marital status, age, national origin, ancestry, political affiliation, mental or physical disability, sexual orientation, genetic information, veteran status (including Vietnam-era veterans), or any other protected characteristic under applicable federal, state, and local law. UMUC is committed to ensuring that all individuals have equal access to programs, facilities, admission, and employment; no person shall be excluded from participation in, be denied the benefit of, or otherwise be subjected to unlawful discrimination in this institution's programs and activities.

All inquiries regarding UMUC's Nondiscrimination Statement or compliance with applicable statutes or regulations should be directed to the fair practices officer, Office of Diversity and Equity, UMUC, 3501 University Boulevard East, Adelphi, MD 20783-8000 (phone 301-985-7955 or e-mail fairpractices@umuc.edu).

Inquiries regarding sexual misconduct, including sex- and gender-based discrimination, should be referred to Steven Alfred, UMUC's Title IX coordinator, by phone at 301-985-7930 or e-mail at titleixcoordinator@umuc.edu.



ACCREDITATION

University of Maryland University College is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104 (267-284-5000), an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation. UMUC is a constituent institution of the University System of Maryland and is governed by the USM Board of Regents. UMUC is certified to operate by the State Council of Higher Education for Virginia. UMUC at Quantico, Corporate Center, 525 Corporate Drive #101, Stafford, VA 22554.

ABOUT UMUC

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University of Maryland University College was founded more than 70 years ago specifically to serve the higher education needs of working adults and servicemembers. Today, UMUC continues that tradition online and offers more than 90 degrees, certificates, and specializations backed by the reputation of a state university and the University System of Maryland. For more information, visit umuc.edu.

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