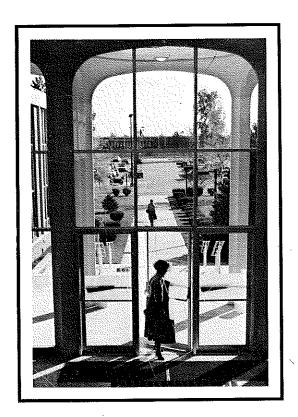
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# Madonna

Graduate Bulletin '83-'85

### CORRESPONDENCE DIRECTORY

For prompt answers to your questions, direct your correspondence to the appropriate office.

GRADUATE PROGRAMS: Director of Graduate Studies (591-5049)

ACADEMIC PROGRAMS:

Academic Dean (591-5048) Division of Humanities (591-5197) Division of Natural Science and Mathematics (591-5104)

Division of Nursing and EMT (591-5155) Division of Social Sciences (591-5172) Director of Alumni (591-5126)

Director of Physical Education (591-5135)

**ALUMNI ACTIVITIES:** 

ATHLETICS: BOOKSTORE:

**BUSINESS SPECIALTY:** 

**CAREER PLANNING:** 

Chairperson of the Business Administration

Department (591-5116)

Career Resource Center (591-5060)

Director (591-5111)

Manager (591-5088)

Director of Continuing Education

(591-5049)

**CULTURAL AFFAIRS** 

COMMITTEE: **EDUCATIONAL SUPPORT** 

SERVICES:

**EXPERIENTIAL LEARNING:** 

COMPUTER LABORATORY:

CONTINUING EDUCATION:

FINANCIAL AID:

FOREIGN STUDENTS:

HEALTH INSTRUCTION

CENTER:

LIBRARY:

PLACEMENT /

COOPERATIVE EDUCATION: REGISTRATION FOR CLASSES:

RESIDENCE HALL:

SECURITY:

**TEACHER EDUCATION:** 

TV STUDIO/GRAPHICS: TRANSCRIPTS, ACADEMIC

RECORDS:

TUITION, FEES, EXPENSES:

**UNDERGRADUATE** 

ADMISSION:

Chairperson (591-5176)

Director (591-5130)

Director (591-5174)

Director (591-5036)

Director of Admissions (591-5052)

Director (591-5072)

Circulation Desk (591-5063)

Reference Desk (591-5062)

Director (591-5058)

Registrar (591-5038)

Dean for Student Development

(591-5055)

Main Desk (591-5136)

Director of Campus Security (591-5086)

Chairperson of Education/Psychology

(591-5076)

Manager (591-5118)

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# MADONNA COLLEGE

Graduate Studies Bulletin Volume 1: 1983-85

36600 Schoolcraft, Livonia, MI 48150 (313) 591-5000 TTY 591-1203







Madonna College guarantees the right to equal educational opportunity without discrimination because of race, religion, sex, age, national origin, or disabilities.

# MADONNA COLLEGE CALENDAR

TERM I — FALL	1982-83	1983-84	1984-85
Filing deadline:			
Intent to Graduate Term I — Dec	May 7-′82	May 6-'83	May 4-'84
Final registration	Aug. 23	Aug. 22	Aug. 20
Faculty conference	Sept. 2-3	Sept. 1-2	Aug. 30-31
Classes begin	Sept. 7	Sept. 6	Sept. 4
Add-drop period	Sept. 7-13	Sept. 6-12	Sept. 4-10
Final date: election S grade	Oct. 26	Oct. 25	Oct. 23
Comprehensive examinations: Term I	Nov. 6	Nov. 5	Nov. 3
Registration: Term II — Winter	Nov. 15-20	Nov. 14-19	Nov. 12-17
Thanksgiving recess	Nov. 25-27	Nov. 24-26	Nov. 22-24
Final date: withdrawal from courses Final examinations	Dec. 10 Dec. 13-18	Dec. 9 Dec. 12-17	Dec. 7 Dec. 10-15
End of Term I	Dec. 13-18 Dec. 18	Dec. 12-17 Dec. 17	Dec. 15-15 Dec. 15
Grades due	Dec. 18 Dec. 21	Dec. 17 Dec. 20	Dec. 13 Dec. 18
College closed	Dec. 21 Dec. 24-	Dec. 24-	Dec. 22-
Conege crosed	Jan. 2	Jan. 2	Jan. 1
	jan. 2	jan. 2	jan. 1
TERM II — WINTER			
Filing deadline:			
Intent to Graduate Term II — May	Sept. 10-'82	Sept. 9-'84	Sept. 7-'84
Final registration		Jan. 3	Jan. 3
Faculty conference	Jan. 7	Jan. 6	Jan. 4
Classes begin	Jan. 10	Jan. 9	Jan. 7
Add-drop period		Jan. 9-14	Jan. 7-12
Comprehensive examinations: Term II		Feb. 11	Feb. 9
Final date: election S grade		Feb. 27	Feb. 26
Registration: Term III — Spring-Summer		Feb. 27-	Feb. 25-
	Mar. 5	Mar. 3	Mar. 2
Spring vacation	Mar. 7-12	Mar. 5-10	Mar. 4-9
Easter recess (begins 4:00 p.m. Thursday)	Mar. 31- Apr. 3	Apr. 19-22	Apr. 4-7
Registration: Term I — Fall	Apr. 4-9	Apr. 2-6	Mar. 25-30
Final date: withdrawal from courses		Apr. 19	Apr. 19
Final examinations	Apr. 25-30	Apr. 23-28	Apr. 22-27
End of Term II	Apr. 30	Apr. 28	Apr. 27
Grades due	May 3	May 2	Apr. 30
Commencement	May 14	May 12	May 11
THE CORNER CANALED			
TERM III — SPRING-SUMMER			
Filing deadline:	T 44/00	T 42.404	Y 44 105
Intent to Graduate Term III — July		Jan. 13-'84	Jan. 11-'85
Registration		Feb. 27-	Feb. 25-
Classes begin	Mar. 5	Mar. 3	Mar. 3
Classes begin		May 1 adonna College	Apr. 30
•		tion and Fees S	
Memorial Day — No classes		May 28	May 27
Comprehensive examinations: Term III	June 11	lune 16	June 16
Independence Day — No classes	July 4	July 4	July 4
Final examinations	·	Last class sessi	
End of Term III	July 25	July 23	July 22
Grades due	July 27	July 25	July 24
	-	-	-

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Each Madonna College Student is responsible for compliance with the contents of this bulletin.

The College reserves the right to withdraw or modify information in this bulletin.

### Goals of the Program

The Master of Science in Administration prepares professionals for roles in management and administration in public, private, profit and nonprofit organizations by providing:

- a common body of knowledge that is applicable to the management of organizations.
- knowledge and skills in the areas of decision making, human resource management, issues management, fiscal management and communication.
- the opportunity to develop research and evaluation skills in order to generate new knowledge and promote life-long learning.
- the necessary background to make effective decisions in complex and changing environments.
- a Christian humanistic dimension to the education of administrators, managers, and executives.
- concepts and theory of management in an area of professional concentration, either business or nursing administration.

Madonna's degree targets those aspects of administrative decision making that have the most meaning for managers in the 1980s and '90s: fiscal management, human resources management, issues management, and communications. To this end, a core of courses in administration develops a knowledge and skills base in such areas as management theory, organizational behavior, accounting for decision making, human resources, and futuristics. The administrative concepts and skills are extended, refined, and applied in the specialty areas of business or nursing so that the administrative role is seen in the full context of the business world and health industry. Madonna's graduates are prepared to meet new and unforeseen challenges and to make decisions based not only upon sound administrative practice but also upon a view of society and the economy as dynamic, changing, evolving entities.

### Uniqueness of the Program

The combination of several features makes Madonna's program unique. First, the interdisciplinary nature of the degree makes the program the only one of its kind in the area. Students from the two specialties of business and nursing come together in the core of courses that focus on aspects of executive decision making. The nurse glimpses firsthand the considerations that weigh heavily in the hospital boardroom; the business executive gains access to the special concerns of the health care industry, the third largest industry in the U.S. The program encourages communication and a cross-fertilization of ideas between the two groups.

The nursing student builds upon a foundation in nursing theory and practice, and this clinical base and the core in administration allow the nurse to apply learned skills in many different settings. These elements, plus the research component in nursing administration, make for a solid master's level preparation and provide the means for becoming a continuous learner.

A second important feature of the program grows out of its issues management orientation. The emphasis is on the future and the kind of economic, sociological, and values environment the future will bring. Integrated with management theory and practice are concerns that emerge from disciplines not traditionally allied with business: history, political

science, communications, philosophy, psychology, and sociology. The future manager will be called upon to think in more than two dimensions, and Madonna's program will stimulate students to expand their vision and anticipate an evolving world.

A third important feature resides in the program's Christian humanistic dimension. Within the context of a Catholic liberal arts college, graduate education takes on a special character driven by the mission of the college. Madonna College's Christian philosophy, its emphasis on values, its commitment to service, each of these inform the program and determine, at least in part, how our students define themselves in their role as manager.

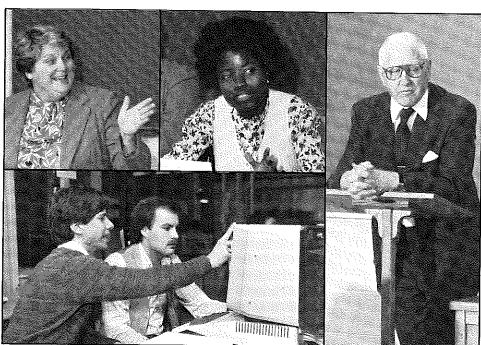
### The Madonna Graduate Student

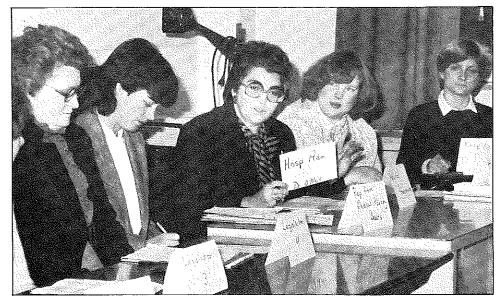
The typical Madonna graduate student is part time with a full time position in one of many settings: business, nursing, education, human services, law enforcement, municipal government, and others. Most students have current or prior administrative experience; they identify with the role of manager and see that role as a meaningful one for their future. Some are preparing for middle management positions; some are headed for top level administration; some are entrepreneurs, interested in establishing their own businesses in different aspects of business or health care services. The typical student is mature and ambitious, committed to moving into a position of greater authority.

Students in the program work for a variety of organizations in a variety of functions. Among the current students are employees of the following:

Ann Arbor Cable Television Burroughs Corporation Cottage Hospital

Hutzel Hospital Johnson & Johnson Mt. Carmel Mercy Hospital





Detroit Edison
Detroit Industrial Clinic
Detroit Osteopathic Hospital
Detroit Police Department
Efficient Computing Company
Excello Corporation
Ford Motor Company
General Electric Credit Corp.
General Motors Corp.
Henry Ford Hospital

Novi Credit Control
Oakwood Hospital
Providence Hospital
Sears, Roebuck & Company
St. Joseph Mercy Hospital
Veterans Hospital
Visiting Nurses of Metropolitan Detroit
Wayne County Sheriff's Dept.
Western Electric
White Motor Company
William Beaumont Hospital

These students occupy a range of administrative positions: Staff Development Instructor, Director of Nursing, Administrative Assistant, Sales Manager, Coordinator of Industrial Engineering, Public Health Nurse, and so on. This means that a wealth of information based upon the realities of the working world are brought to bear on the problems examined in the classroom. These graduate students present a reality check that insures the utility and applicability of the course of study to the practical situation.

Students come to Madonna from many different undergraduate institutions, both in southeastern Michigan and beyond: University of Michigan, Wayne State University, Oakland University, Eastern Michigan University, Mercy College, University of Detroit, Adrian College, Detroit Institute of Technology, Central Michigan University, Northern Michigan University, Michigan State University, California State University (Fullerton), Purdue University, University of Wisconsin, University of Connecticut, University of Maryland, Marquette University, Seton Hall University, Manhattan College, University of Toledo, Miami University of Ohio, and Montana State University. Many graduate students are Madonna College alumni. Students come with a range of undergraduate majors: education, psychology, criminal justice, business administration, social science, natural science, and nursing. The M.S.A. program is designed to meet the needs of students with differing backgrounds and training.

The following graduate students have recently enrolled in the program. Here they tell us in their own words why they chose Madonna's Master of Science in Administration.

"Because of the evolution — the revolution — of the computer, I have to know how to interpret what a computer tells me ... Madonna's program looks at the computer as a management tool; it will help me to manage that information."

### Richard MacDonald

Division Manager (Detroit) Hoechst-Roussel Pharmaceuticals, Inc. Graduate Student, Business Administration Specialty

When I came to Madonna for my bachelor's degree, the business department was small. It was nice getting to know my professors, being recognized by the head of the department. I like that, as opposed to a big, impersonal university atmosphere. That's one reason I came back to Madonna for a master's degree.

I'm most interested in the area of personnel management, in learning ways to motivate the people who work for me in terms of making them happy with their jobs and more productive. Right now I have eleven representatives working for me, and I feel that each and every one of those representatives is 1/11 of my productivity and 1/11 of my future with the company. The more I can do for and with them, the better off I am in the eyes of the company.

Communication is important in my everyday work routine, not only my own communicating abilities but those of my representatives, of the physicians and nurses I deal with all the time. Probably the biggest problem the world has to work on is communications, not only in business but in every aspect.

Because of the evolution — the revolution — of the computer, every graduate student should take a computer class of some sort. I don't really have to know how to run a computer, but I have to know how to interpret what a computer tells me, more so because I deal with computer runs five days a week. Madonna's program looks at the computer as a management tool; it will help me to manage that information.



"Health care today operates like a business. Nursing administrators need to understand accounting, computers, the budget and those things that impact on it. Nurses with tunnel vision won't make it."

### **Janice Simmons**

Director of Nursing, Maternal/Child Health Pontiac General Hospital Graduate Student, Nursing Administration Specialty

My new position is so broad-based that I felt I needed to enhance my qualifications and grow professionally. I like Madonna and totally enjoyed my undergraduate program here. So, when I saw Madonna's graduate program, I felt it was a good place to come back to.

I had just begun to deal with some budgetary issues and realized a skill deficit of my own. The accounting is a difficult but necessary component of the program. Health care today operates like a business. Nursing administrators need to understand accounting, computers, the budget and those things that impact on it. Nurses with tunnel vision won't make it — nurses have to be more global, to look beyond what nursing has been before.

I also like the opportunity to do more work in my clinical specialty, maternal/child care, and look at recent research. I'm really excited about doing the thesis and have already begun a search of the literature. I see some opportunities for research right where I'm currently working. I'm looking at starting primary nursing in the neo-natal intensive care unit, hoping to do some minute research in terms of nurse satisfaction with the new care delivery system. I think we need to tie research into whatever project we do, even in a small way.

The most important practical consideration in my choosing Madonna's master's program was that I can pursue it on a part-time basis. My job is quite time-consuming. I take work home with me quite often. I couldn't juggle my commitments to pursue a program that required me to be a full time student.

The best thing about Madonna is that you're treated as an individual. People really care, really notice and remember you. I'm very serious when I describe Madonna that way.



### Madonna College

### A Tradition of Service / A Tradition of Quality

Madonna College is proud of its commitment to quality liberal arts education and its history of rendering public service through career education. Founded by the Felician Sisters in 1947, an outgrowth of Presentation Junior College (1937-1947), Madonna maintains its tradition as an independent Catholic college. The Madonna Graduate Studies Program can be viewed as an extension of the mission of the college:

To educate the whole person in the attainment of Christian humanistic values, intellectual pursuits, and the realization of service to others.

Madonna's academic programs operationalize this mission, so that the graduates with a Master of Science in Administration from Madonna College will determine goals and shape the direction of organizations not from the vantage of practicality and expediency alone but from a values perspective, a concern for the rights and dignity of others, and a sense of social responsibility.

Madonna's nursing and business administration programs, the two largest at the college, serve over 1400 students; they maintain a reputation for academic excellence and responsiveness to community needs. In 1982, the nursing department celebrated its twentieth anniversary of preparing baccalaureate nurses. The program has grown to be the second largest four-year program in Michigan and is known for its modularized competency-based approach to nursing education and its strong humanistic orientation. The business administration program has a ten-year track record of developing marketable programs in business specialties such as accounting, financial services administration, management, marketing, computer and information systems, and economic applications. Articulating with business in meaningful and innovative ways, the business program offers weekend workshops, on-site training programs, and continuing education courses that meet specific needs of the business community.

In the spring of 1982, Madonna changed its charter with the Michigan Department of Education to include graduate study and earned accreditation for the program through the North Central Association of Colleges and Schools. This process established the groundwork for a quality graduate program.

### The Madonna Campus

The wooded forty-nine acre campus of Madonna College is located in Livonia, Michigan, a well established suburb on the western perimeter of metropolitan Detroit. The campus faces Schoolcraft Road and the Jeffries (I-96) Freeway (Exit 173 at Levan or Newburgh Road), with easy access to downtown Detroit, the Detroit Metropolitan Airport, and important state highways.

The two-story academic building accommodates a variety of purposes from administrative offices to classrooms and laboratories. Special facilities include the TV Studio/Graphics area where students and faculty can work with media specialists to develop audio-visual materials for instruction or presentation. Another important facility is the Health Instruction Center. This includes a practice laboratory for clinical instruction, a library of print and audio-visual resources in nursing, individual study carrels, and the office of the Director of the H.I.C., a library/media specialist.

The Computer Laboratory, also located in the academic building, supports the computer



science and computer systems majors and provides services to all students and faculty. Graduate students will find software packages to supplement courses in the program as well as statistical packages and self-instructional packages in computer literacy, accounting, and many related fields. Madonna has made literacy a priority in all its programs so that students understand computer application in their fields.

The Madonna College library houses over 100,000 volumes and, in addition to study carrels and reading areas, is equipped with photocopiers, microfilm and microfiche readers, and audiovisual equipment. The library is connected to the On-Line Computer Library Center, which expands the library resources available to Madonna students. In addition, Madonna graduate students have access to a large number of consortial, university, public, and special libraries within a one-half hour drive from the college. Additionally, books, abstracts, monographs, articles, research and technical reports, and policy reports can be obtained through the Network-Locator Services of the Michigan Library Consortium.

The new Library-Media Center, scheduled to become operational in 1984, will house a large lecture hall, an art exhibit gallery, and other related offices and services. The new library facility will expand the opportunities for research on campus and play an important role in the student's development of a master's thesis.

Career counseling and advising are provided by the staff of the Career Resource Center, a national model for liberal arts colleges. Students can research career alternatives with the aid of the CRC staff and materials and utilize the testing, cooperative education and placement services of the center.

All of Madonna's buildings are barrier free for the physically handicapped. Closed captioned televisions, teletypewriters, and telephone boosters are available to hearing-impaired students.

### Campus Activities

Each semester a full calendar of speakers, athletic events, and cultural activities are scheduled for student enjoyment. Graduate students are invited to take advantage of these activities as well as the facilities for tennis, basketball, and other team sports. Interested students will find a good selection of extracurricular activities to supplement their studies.

### Program Accreditations, Approvals, and Selected Memberships

The Graduate Studies Program at Madonna College is accredited by the following organizations:

State of Michigan Board of Education:
Approval of four-year degrees, 1947
Approval of Master of Science in Administration, 1982
Michigan Board of Nursing, 1967
North Central Association of Colleges and Schools, 1959, 1968, 1978, 1982
National League for Nursing, 1970, 1978
(Accreditation of the graduate program in Nursing Administration is scheduled for Fall, 1984, when the undergraduate program will be reviewed for continuing accreditation.)

### Selected Memberships

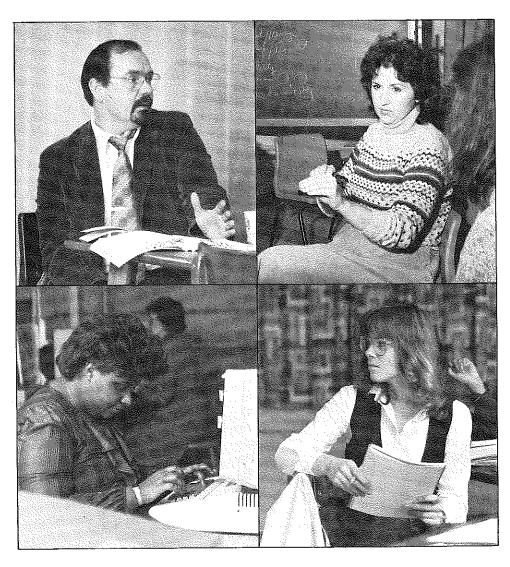
American Association of Colleges of Nursing
American Association of Collegiate Registrars and
Admissions Officers
American Association for Higher Education
American Council on Education
American Library Association
American Management Associations
American Personnel and Guidance Association
American Society of Allied Health Professions

American Society of Allied Health Professions
Association of American Colleges
Association of Catholic Colleges and Universities
Association of Governing Boards of Universities and Colleges
Association of Independent Colleges and Universities of Michigan
Career Education Association
Catholic Library Association
College and University Personnel Association

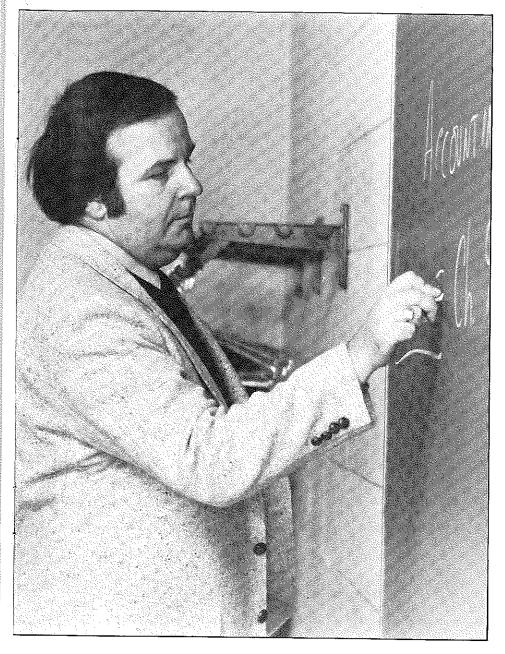
College Placement Council
Council for the Advancement and Support of Education
Council of Graduate Schools in the United States
Council of Independent Colleges
Detroit Area Consortium of Catholic Colleges
Michigan Association of Collegiate Registrars and
Admissions Officers

Michigan Colleges Foundation
Michigan Committee for Jobs and Energy
Michigan Association of Colleges of Nursing
Michigan Council on Human Service Education
Michigan Library Consortium
Midwest Alliance for Nursing

Midwest College and University Placement Association
National Association of College and University
Business Officers
National Association of Independent Colleges and
Universities
National Association of Student Financial Aid
Administrators
National League for Nursing
North Central Association of Colleges and Schools
On-Line Audiovisual Catalogers
Work/Education Council of Southeastern Michigan



# **ADMISSIONS**



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### **GRADUATE ADMISSIONS**

Madonna College welcomes applications from college graduates who seek professional education for managerial positions in business, government, health institutions, and non-profit organizations. The graduate program is open to all students, full or part time, who meet the admissions requirements of the college. Madonna College guarantees equal educational opportunity to all, without discrimination because of race, religion, sex, age, national origin, or physical disability.

### Admission Requirements

Admission to the Graduate Program is determined on the basis of:

- Possession of a bachelor degree from an accredited institution; the nursing administration
  applicant must have a B.S.N. or a bachelor degree with an upper division major in
  nursing.
- 2. An overall undergraduate grade point average of 3.0 on a 4.0 scale; an average of 2.7-2.9 will be considered for provisional admission.
- 3. GMAT (Graduate Management Admission Test) score for business administration applicant; GRE (Graduate Record Examination) score for nursing administration applicant.
- 4. Two letters of recommendation from current employer and/or professional person(s).
- 5. Interview with member of Admission Committee.

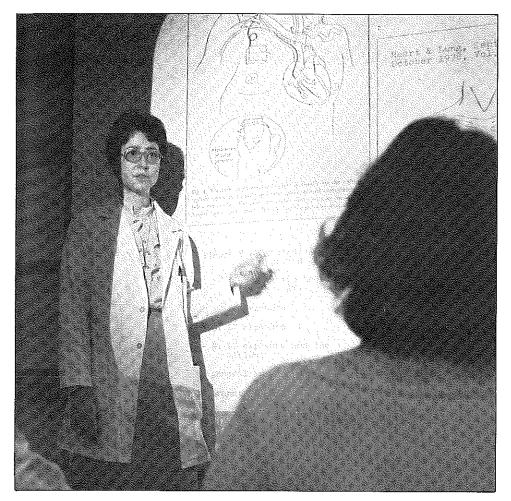
The program is designed for individuals who have had work experience where they could develop an understanding of how an organization functions in order to accomplish its goals. This experiential base provides a foundation for many of the courses in the program. It is recommended that students have a meaningful work experience prior to enrolling. This issue will be addressed at the admission interview.

### **Application Procedure**

- Application forms are available in the Graduate Studies Office, room 255 in the Academic Building. Prospective students may write or phone (313-591-5049) the office to have the form sent to them.
- 2. The completed form together with a \$20 non-refundable application fee must be returned to the Office of Graduate Studies according to the graduate admission calendar. (See below.) Checks or money orders are to be made out to Madonna College.

For Fall Term — before August 1
For Winter Term — before December 1
For Spring/Summer Term — before April 1

3. The applicant should request that each institution of higher learning attended as an undergraduate and/or graduate student send an official transcript to the Graduate Studies Office. Only official transcripts sent to the Graduate Studies office will be acceptable as admission credentials. Madonna College graduates must ask that the Registrar's Office send an official transcript to the Graduate Studies Office.



4. The applicant should arrange to have the results of the GRE (Graduate Record Exam) for nursing applicants or the GMAT (Graduate Management Admission Test) for business administration applicants sent to the Graduate Studies Office. The Madonna College score reporting codes are: 1437-3 (GRE) and 1437 (GMAT).

Self-instructional materials to help students prepare for the GRE and GMAT are available in the Madonna College Library. Each package contains workbook exercises and cassette lectures in both the quantitative and verbal skills addressed by the tests.

- 5. The applicant should also request that two persons complete the letter of recommendation forms in the admissions packet. For those currently or previously employed, one letter should be from the employer or work supervisor. For recent college graduates, one letter should be from the department chairperson or a major professor.
- 6. Once the application form is received, applicants will be scheduled for a pre-admission interview with a member of the graduate faculty in the specialty area.

- 7. After the specialty department has reviewed the applicant's admission file and interviewed the candidate, the student may be assigned an admission status. The Director of Graduate Studies will inform the student of acceptance by letter. The student will be assigned an admission status from the following:
  - Regular Admission: The student meets all of the admission criteria.
  - Provisional Admission: The student appears qualified for admission but has not submitted all required materials. All admission requirements not fulfilled must be completed within one semester.
  - Conditional Admission: The student has submitted all materials; however, the student's credentials show a deficiency, such as a grade point average between 2.7 and 2.9. The student is admitted on the condition that he/she achieve at least a 3.20 grade point average for the first 9 semester hours of course work. The student must qualify for regular admission within one year.
  - Special Status: Permission to register under special status may be granted by the Director of Graduate Studies for students who are not degree seeking or those who have not been able to complete the admission process in time to begin the semester. A maximum of 12 semester hours earned as a special student may apply to the graduate program.

### Transfer Students

Students who fulfill the entrance requirements may transfer into the graduate program with a maximum of 6 semester hours of credit applied toward the graduate degree.

### Second Master's Degree

Students with a clinical degree such as a Master of Science in Nursing will be evaluated individually in an attempt to determine course equivalencies. Students must, however, complete a 24 semester hour residency at Madonna College, which includes a thesis in nursing administration.

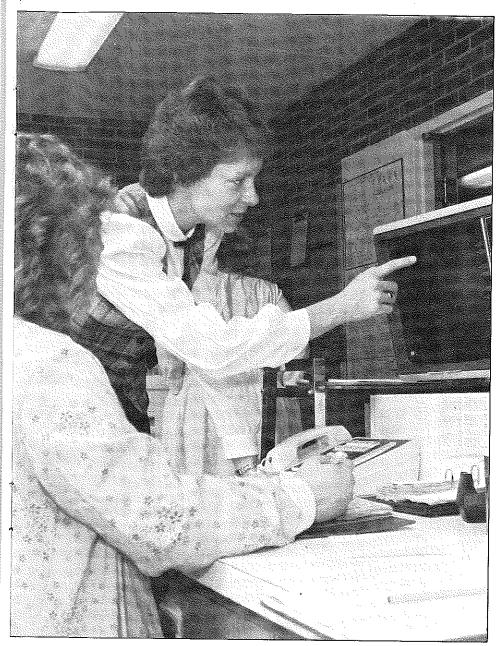
### **Enrollment in Courses by Senior Students**

An exceptional student of senior standing at Madonna College may register for up to 9s.h. of graduate prerequisite courses (ADM 515, ADM 519, BUS 516, BUS 517, BUS 518) if recommended by the advisor and approved by the Director of Graduate Studies. Credit so earned may be used in only one of the following two ways:

- To meet the requirements of the baccalaureate degree and thus receive undergraduate credit:
- 2. To apply toward the Master of Science in Administration degree and thus receive graduate credit as prerequisites.

The graduate course will not apply toward both the baccalaureate and master's degree. Permission to take a graduate course does not constitute admission to the graduate program.

# **EXPENSES**



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### EXPENSES / PAYMENT POLICIES / FINANCIAL AID

### **Tuition and Expenses**

Madonna College believes that higher education should be affordable to all who seek it. Therefore, tuition is maintained at the lowest possible level. The following schedule is in effect beginning in Term I, 1982. Graduate students enrolled in undergraduate classes should refer to the undergraduate bulletin for tuition rates and other applicable fees.

Tuition - Graduate

\$100 per semester hour

### Fees

Madonna College reserves the right to change fees without advance notice. Inquiries relating to fees should be referred to the Student Billing Department in writing or by calling (313) 591-5034. Course fees are published in the class schedule each term and are non-refundable.

Application for Graduate Program	\$20
(Non-Refundable)	
Advance Enrollment Deposits	<b>#</b>
Foreign Students	\$1,500
(Deposit refunded to paying party when	
the student is no longer enrolled in	
Madonna's programs.)	<b>*</b> ***********************************
Registration	\$10 per term
Unscheduled Registration	\$20
(Returning students only)	<b>(</b> *1.0
Deferred or Anticipated Examination	\$10 per test
The instructor will require a receipt from	
the Student Billing Department that the fee	
has been paid.	<b>#</b> -
Removal of Incomplete	\$5 ***
Transcript of Credits	\$2
Billing/Payment Record Replacement	\$5 \$10
Change in Registration	\$10
Graduation	\$25
Returned Check Penalty	\$10

Checks should be make payable to MADONNA COLLEGE.

### Student Payment Policies

All students may obtain their registration forms from the Student Billing Office, when past due financial obligations have been met. "Class cards" are required for admission to each class. The Student Billing Office issues class cards after the minimum advance payment obligation has been met.

Registration and unscheduled registration fees are due and payable at the time of registration at the Student Billing Office.

### Payment Plans

1. Tuition and fees are payable in advance in full at the time billed. Students may pay by cash (U.S. currency), check, money order or credit card (Master Charge or Visa). Payment

may be made by telephone for credit card holders. Payment may also be by mail. However, the College is not responsible for lost or delayed mail. The assessment of program adjustment and late payment charges is determined by the date payment is received by the Student Billing Office, regardless of the postmark date.

2. Students who do not pay in full in advance automatically choose the deferred payment plan of two equal installments. The initial payment is due approximately two weeks prior to the beginning of each term. The balance of tuition and fees is due four weeks after the beginning of the term. The Class Schedule carries the exact due dates for each term. The deferred payment plan is denied to students whose accounts have in the past been referred to a collection agency because of the student's failure to pay the College.

Each billing due date will have an associated billing close date. The close date will be approximately two weeks prior to each billing due date. Students who register after the established billing close date, or add additional courses to their initial registration, will be required to pay the minimum advance payment of 50% before registration forms are processed. Students registering for non-credit or CEU will be required to pay 100% of the charges at the time of registration.

- 3. Students may choose the direct crediting of a financial aid award to the students account, provided that the award is sufficient to cover the required advance minimum payment. This plan excludes college work-study awards. Students with an insufficient amount of financial aid to cover the minimum advance payment of 50% are required to pay the difference by the invoice due date. Students who have not received their official award verification notice prior to the billing close date are also required to pay the minimum advance payment of 50% when due.
  - The following student assistance programs, for which the student has applied and/or been approved but from which the student has not yet received funds, will not serve to release the student from the obligation of required minimum payments when due: Guaranteed loans, veteran benefits, Michigan Tuition Differential Grant and special department awards. The latter two may be applied toward final payment.
- 4. Students whose employers will be invoiced for tuition and expenses may submit a billing authorization form prior to the billing close date, in lieu of the 50% advance payment.

### **Address Changes**

NOTE:

It is the responsibility of the student to inform the College of any address changes by completing a change of address form in the Student Billing Office. Mail returned to the College because of an address change will not defer the assessment of program adjustment and late payment charges.

### Penalties

- 1. Failure to meet the required minimum advance payment due date will result in the suspension of the student's registration. In order to reinstate the registration, the student is required to pay a \$10 suspension fee in addition to the 50% minimum payment. If the student does not intend to attend, he/she should withdraw through the Registrar's Office.
- 2. A penalty of 5% up to a maximum of \$30 is assessed if the second payment is not received by the due date on the invoice.

- 3. Students whose accounts are past due for a current semester's enrollment or who are in debt to the College at the end of any term are not entitled to register, receive a transcript, grade report or diploma until the account is settled.
- 4. Checks returned for any reason will constitute non-payment and will be subject to a \$10 penalty per check. Program adjustment or late payment charges will be assessed when applicable.

### **Billing Error or Dispute**

Errors or disputes about a bill must be submitted in writing within 30 days after the mailing date of the bill. The written inquiry must include: Name and Social Security number, a description of the presumed error, and the dollar amount of the presumed error.

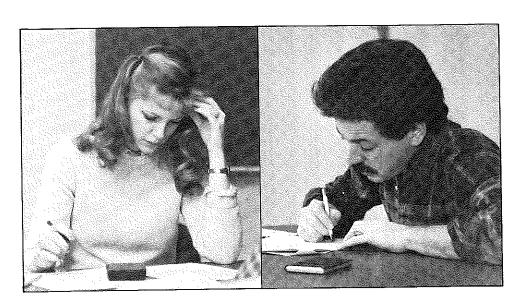
The student remains obligated to pay the portion of the bill not in dispute, but the disputed amount may remain unpaid until such time that the problem is resolved. Send billing inquiries to Student Billing Office, Madonna College, 36600 Schoolcraft Road, Livonia, MI 48150.

### Other Penalties

1. Program adjustment fee: a complete drop prior to the first day of classes is not assessed a program adjustment fee. Thereafter, a complete drop is assessed \$10. Each add/drop transaction is assessed a \$10 program adjustment fee.

At least 50% of the increased tuition and fees resulting from a change in program made after the billing close date is paid at the time of the adjustment. No program adjustment fee is assessed for changes required as a result of College actions.

2. Unscheduled registration: Students who do not complete registration on the days designated in the Class Schedule Bulletin will be assessed an unscheduled registration fee of \$20, which includes the \$10 registration fee plus penalty.



3. Replacement fee: Requests to duplicate billing records and to verify payments are assessed a \$5 replacement fee.

### Refunds/Credit Adjustments

Students are required to officially drop or withdraw from classes in person or in writing through the Registrar's office. The date the Registrar's office receives the request determines the amount of any adjustment of tuition after classes have begun.

Students who do not officially drop or withdraw from classes within the specified add/drop periods are responsible for full tuition and fees for the courses. In such cases the grade of NC is entered for the courses on the student's transcript.

Tuition credit adjustments are made according to the following schedule:

Full Term	
Add/drop week	100% minus \$10 adjustment fee
Second week	75%
Third week	
Fourth week	50%
Fourth week	25%
No credit past the fourth week	

Classes, workshops & seminars less than full term.

	No. of class sessions	
Thus die	1-4	5-8
First day	100%	100%
Second class meeting	25%	50%
Third class meeting	0%	25%

NOTE:

Students unable to complete the withdrawal process within the designated time periods, or those compelled to withdraw completely at any time due to circumstances beyond their control, may appeal the credit adjustment decision in writing to the Business Manager.

### Refund vs. Credits

When students decrease their schedule or withdraw from classes, only certain credit for the total tuition commitment can be granted based on the above credit adjustment schedule. A credit adjustment is not necessarily a refund. If the credit is greater than the amount due, the difference is refunded to the student. If the credit is less than the amount due, the difference must be paid by the student.

Students whose tuition was paid all or in part from financial aid funds will have all or a portion of the refund restored to the aid program. Therefore, students may not receive cash refunds.

Students whose accounts have a credit balance from changes in registration should complete a refund request form in the Student Billing Office.

Student accounts which have a credit balance from financial aid received are not automatically refunded. To receive a refund, students must make a written request anytime after the sixth week of classes in the fall and winter terms, and after the fourth week in spring/summer term. Madonna College encourages students to leave credit balances on their account to ensure that they can meet the required minimum payments of a subsequent term.



All students who have a credit balance at the end of a term automatically will receive a refund if they are not registered for classes in the subsequent fall or winter term.

All refunds are mailed. Students will receive a refund check in approximately two weeks from the date of their request. The College needs time to process the formal student refund request, to process the check, and to allow for mail delivery. Fees are not refundable.

A credit balance of \$1 or less is not refunded unless specifically requested, and is not credited against future registration charges after the end of the term in which the credit is generated.

### Non-refundable fees

- Room and board fees are not refundable. Rooms are rented for a term; no refund is made
  in case of withdrawal. Refunds on room reservations will be allowed to incoming students
  when the Dean for Student Development is notified by July 31. No refund will be made on
  the board fee because of contractual arrangments relating to service in the dining hall.
- 2. Graduation fee: a non-refundable graduation fee of \$25 is charged each student who applies for graduation. It is assessed only once for each degree. Students who file an "intent to graduate" form pay the \$25 fee at the Student Billing Office at that time. The intent form must be completed, signed by the student's adviser and presented to the Registrar's Office. See College Calendar for deadlines.

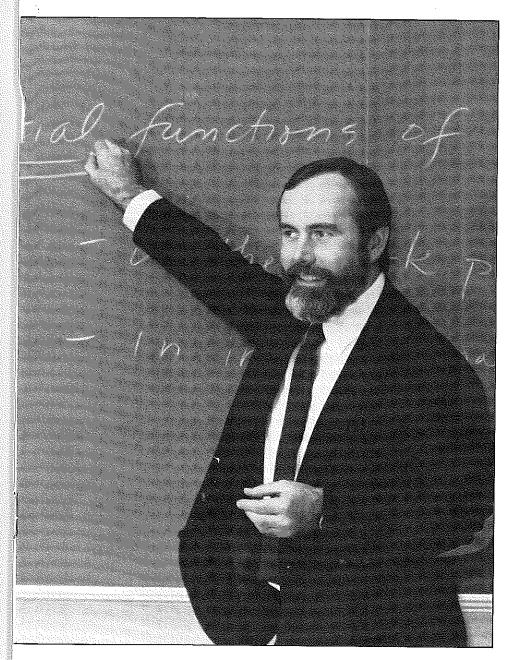
### Assistance for Graduate Study

### Graduate Student Financial Aid

Financial aid for graduate students, those enrolled in the Master's degree program, is limited, for the most part, to loans and/or work. In order to qualify, students must be able to demonstrate financial need.

More detailed information and/or application forms are available upon request from the Financial Aid Office.

# POLICIES



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### GENERAL POLICIES AND PROCEDURES

### Advising

In order to provide guidance to the graduate student, a system of academic advising has been established within each specialty department. Once the student has been granted admission to the program, he or she will be assigned an advisor and will be informed of the advisement procedure. Because academic advisement is viewed as essential to a student in fully understanding the goals of the degree program and in establishing an individual plan of study, self-advisement is not permitted. To register for classes, the student must have the signature of the approved graduate faculty advisor or the Director of Graduate Studies on an official advisement form.

### Academic Load

The full-time credit load is nine to twelve semester hours per term; the normal load for a student with a full time work commitment is 3-6 semester hours. Special permission to exceed these limits may be granted by the Director of Graduate Studies.

For financial aid purposes, the following formula is used:

Full-time status: Half-time status:

9 or more semester hours 4-8 semester hours

Less than half-time student:

less than 4 semester hours

### Attendance

Since class activities are essential to fully benefitting from a course, the student is advised to be present for all classes. Students must accept full responsibility for missed classes. The professor is not obliged to allow additional time for an assignment or reschedule tests missed through absence. Only extenuating circumstances merit an excused absence.

### **Auditing Courses**

Audit status must be approved both by the student's advisor and the course instructor. Audit status must be selected at the time of registration. Auditors must adhere to the attendance policy of the course; those who fail to meet attendance requirements will be recorded as "W" on their transcript. Students pay full tuition and fees to audit courses.

### Withdrawal From Classes

Students who wish to withdraw from a course(s) must do so officially at the Registrar's Office not later than the week prior to final examination. Failure to officially withdraw from a course will be recorded as NC and computed in the grade-point average.

The date of the request for withdrawal to the Registrar's Office or the postmark dates of a letter of request will be used to determine the amount of adjustment of any tuition after the classes have begun. A student who does not officially withdraw from classes within the specified time, even though he/she did not attend classes, is responsible for payment of full tuition and fees for the class(es).

### Academic Standards and Grading Policy

The Madonna College Graduate Studies Program seeks to admit students who have a high potential for academic success and administrative effectiveness. Maintaining high academic standards is, therefore, a condition for retention in the program. Students must maintain a minimum grade point average of 3.0, with no more than six semester hours of C grades in core or specialty courses.



### Grades for each course are awarded on a basic four point system:

A — Superior Attainment

 $B-A dequate\ Attainment$ 

C — Attainment Below Graduate Level Expectation

D — Unacceptable Level of Attainment for Graduate Student

NC — Failure

Other grades:

S — Satisfactory

4 honor points per semester hour

3 honor points per semester hour

2 honor points per semester hour

1 honor point per semester hour

0 honor points

(C or Better)

Some workshops such as ADM 519 designate the S grade for all students, Regular course offerings in the program are not eligible for the S designation. The S grade denotes attainment of C or better in the course, Unsatisfactory performance in an S grade course is recorded as NC.

W - Withdrawal

See policy on withdrawal from courses.

Y - Carry over

For courses that carry over to a second semester with the grade awarded in the second term.

AUD - Audit

See policy on auditing courses.

### I — Incomplete

The professor has the option of assigning an I grade to students who, due to an extenuating circumstance, have not completed course requirements. The student should inform the professor as soon as possible when it becomes apparent that he/she cannot complete the course. In most cases the student will be encouraged to withdraw.

A grade of I automatically becomes NC if not removed within six weeks after the end of the term. In extenuating circumstances, students must arrange for an extension of this limit with the instructor and the Registrar.

The College reserves the right to request students to withdraw from a program due to unsatisfactory performance in the theoretical and/or in practical phases of that program or because of inappropriate behavior. Plagiarism and cheating are violations of ethical standards and merit failing grades on the assignment or examination involved.

### Examinations, Grade Reports, and Transcripts

Final examinations are administered at the end of each term. An unexcused absence from a final examination may constitute a failure in the course.

A report of the final grade in each course and the student's grade point average for the term is mailed to each student.

Transcripts are issued within a week after a signed request by the student. Transcripts for completed course work will be mailed after all grades have been posted — usually within three weeks of the end of the term. Issuance of the first transcript is free; additional requests for transcripts are \$2 each. Official transcripts are issued to the student in unusual cases only. The fee for such service is \$3.

### Academic Probation and Dismissal

A student whose grade point average drops below 3.0 will be placed on probation for one semester and required to meet with his/her academic advisor. If the student does not raise the grade point average to 3.0 during the following semester, he/she will not be permitted to undertake further course work. Grades in courses taken as prerequisites, if taken at post baccalaureate level, and in courses accepted as transfer credit are used in computing the cumulative grade point average.

### Candidacy

Students achieve master candidacy status once they have completed 18 semester hours of course work, including NUR 524: Research Methods and Evaluation Strategies or BUS 543: Research Design and Statistics, with a minimum 3.0 grade point average. After achieving candidacy status, students must complete degree requirements within five years.

### Thesis

The student's course work culminates in the production of the master's thesis, a highly individualized, indepth research project in a facet of administration in the student's specialty area. The student submits the thesis topic and the name of a proposed faculty thesis director to the specialty department for approval. The student then registers for BUS 583: Thesis in Management or NUR 594: Nursing Administration Research: Thesis Project and works with the thesis director, who guides and evaluates the research project. Students are required to make a public presentation of the thesis project before faculty, students, and invited guests.

### Application for Degree

Students must file an intent to graduate with the Graduate Studies Office prior to the date specified on the college calendar. The graduation fee of \$25 is paid at the Student Services Center, and the endorsed form is returned to the Graduate Studies Office.

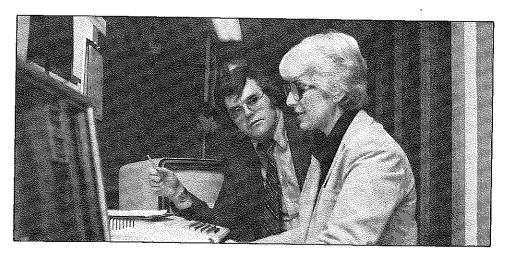
Graduates are encouraged to be present at the commencement ceremony to receive their degrees.

### Statute of Limitations

Students at the master's level are expected to fulfill all degree requirements within five years after being admitted to candidacy for the degree. An extension may be granted for good cause.

### Practicums and Preceptorships

After selecting a clinical specialty in NUR 510: Advanced Nursing Practice, students will confer with the course facilitator to determine which faculty member or clinical mentor will supervise the practicum. This may be conducted at the student's work site if appropriate.



The professor in NUR 531: Nursing Administration Practicum will make general contacts with executive nurse role models after the student has selected an administration site. The student's employing agency will not qualify for this practicum. Students may also request a specific preceptor for the administrative practicum.

### Family Educational Rights and Privacy Act

In compliance with the Family Educational Rights and Privacy Act of 1974, Madonna College assures that any person who is or has been in attendance as a student has access to his/her educational records. Furthermore, the student's right to privacy was assured by limiting the transferability of records without the student's consent.

All questions or requests for access to files are processed through the Office of the Registrar.

### STUDENT LIFE POLICIES

### I.D. Cards

College student identification cards are issued by the office of the Dean for Student Development at the time of the first registration. The I.D. Card can be replaced for \$3.00. The I.D. Card should be carried at all times; it is used whenever identification is necessary, such as in the library to check out materials.

### **Parking Regulations**

Students are to use the south parking lot, except where restrictions are posted for reserved parking for the disabled. Parking violators will be ticketed. Parking decals are obtained in the Office of Student Billing, and students are requested to place the decals on their windshield.

### Alumni

All graduates are alumni of Madonna College. Alumni provide services, recruitment assistance, and funds for College projects including alumni annual membership in the "Friends of Madonna College."

### **Prohibitions**

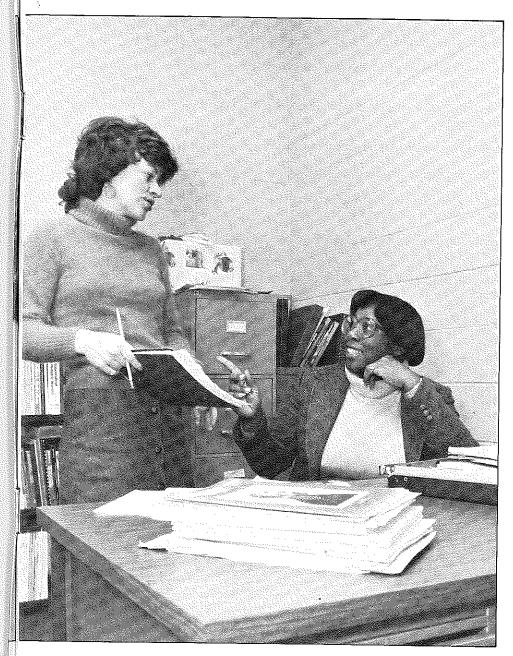
If a graduate student resides in the Madonna College Residence Hall, he/she must abide by the rules and regulations set forth in the student handbook.

In deference to non-smokers, smoking is confined to designated areas in the academic building, the Commons Room, and the patio of the Residence Hall.

### Changes in Policy

Students are responsible for knowledge of any authorized changes in policy, regulations, and procedures that may be implemented during the academic year.

# SPECIALTY PROGRAMS



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### MASTER OF SCIENCE IN ADMINISTRATION

### **BUSINESS ADMINISTRATION SPECIALTY**

The Master of Science in Administration with a specialty in Business Administration offers a planned program of educational experiences for the graduate interested in advancing a career as key manager or administrator in business or other complex organization. The content of the program is designed to provide the student with the following competencies:

- Specialized knowledge, skills, and attitudes proven necessary for professional performance in a managerial position.
- An indepth understanding of the role of human behavior in the organizational environment,
- Significant awareness of professional ethics and social responsibility.
- · A systematic approach to problem-solving for timely decision-making.
- A greater appreciation of the contributions of the traditional liberal arts disciplines to the current practice of management.
- A practical approach to recognizing societal and environmental issues and analyzing their collective impact on human behavior, and especially for the manager.
- An indepth familiarity with the kinds of knowledge and skills needed to perform useful research within a professional environment.
- A greater sense of personal discipline to pursue further study as a way of professional growth.

The program emphasizes the allocation and management of human resources within the framework of social and environmental constraints which ultimately affect human behavior and performance in the work setting. It combines a broad theoretical base and a pragmatic case study approach, along with an integration of the liberal arts studies, e.g., history, psychology, communications, ethics, sociology, and political science. Collectively, these prepare the graduate for more effective decision-making.

Two important threads are woven throughout the program: a recognition of the impact of technology, especially the computer, on the evolving role of the administrator; an emphasis on research dealing with the history, current practice, and future of management. All students are expected to be computer literate either through on-the-job experience, a course in computer applications, or auto-tutorial instruction. Many courses require students to use the computer to complete assignments or analyze data. The research emphasis operates in every course where students are directed to the most recent literature analyzing key concepts and issues and where students are required to develop small scale research projects. It culminates in the thesis in management, which allows the opportunity to examine a problem thoroughly and generate new knowledge.

The program entails fifteen semester hours of required core courses, nine semester hours of required business specialty courses, and twelve semester hours selected from business specialty electives.

### Required Core Courses (15 s.h.)

ΑI	M 525	Managerial Accounting for Decision Making	3s.h.
AI	M 530	Human Resources: Dynamics and Development	3s.h.
ΑI	M 537	Future Society and Management	2s.h.
ΑI	M 540	Organizational Theory and Behavior	3s.h.
		Management Thought: Development and Literature	2s.h.
		Ethical Considerations in Administration	2s.h.
		(formerly HUM 555)	

### Required Specialty Courses (9 s.h.)

BUS 543 Research Design and Statistics	3s.h.
BUS 583 Thesis in Management	3s.h.
BUS 593 Seminar in Management, Organizational Behavior, and Theory	3s.h.

### Elective Specialty Courses (12 s.h.)

### To be selected from the following:

*BUS 555 Economic Analysis and Forecasting	3s.h.
*BUS 565 Corporate Finance	3s.h.
*BUS 579 Marketing Strategy	3s.h.
*BUS 558 Information Systems for Management	3s.h.
BUS 568 Contemporary Reading in Management	3s.h.
HUM 505 Communications for the Executive	3s.h.
HUM 555 Ethical Considerations in Administration	3s.h.

<sup>\*</sup>At least one course must be selected from these four courses.

### MASTER OF SCIENCE IN ADMINISTRATION

### NURSING ADMINISTRATION SPECIALTY

### Philosophy

The nursing faculty of Madonna College espouses a philosophy of Christian humanism which expresses itself in carefully weighed decisions favoring the individual over objects, decisions respecting the individual's autonomy and freedom of choice, decisions calling for responsible use of self and cultivation of one's environment.

The nursing faculty believes in the necessity of producing a scholarly practitioner. They believe that scientific principles, garnered from clinical research, are the base for an intelligent practice of the nursing profession. Furthermore, to advance professionalization of nursing, practitioners must be alert and energetic in the identification of health problems, the collection of data, the construction of theories, and the testing of hypotheses to contribute to a scientific body of nursing knowledge.

The faculty believes nursing must follow the example of true professions by exposing degree candidates to a rigorous program of collegiate study, as well as developing clinical and functional nursing skills. Such a program will prepare nurses to view their profession as a lifelong career with a life-long commitment to learning.

Faculty believe that all professional nurses must function as leaders and advocates, but especially those nurses charged with organizing and directing the work of other professional persons. To advance nursing issues and patient concerns, the informed executive should formulate and articulate departmental goals, be politically astute, be trained in management principles, and be skillful in the use of organizational/fiscal strategies. Faculty believe that the student in Nursing Administration should be shown how to create a climate of strength and compassion, inquiry and reflective judgment, autonomy, respect, and collegiality.

Finally, the faculty believes that the nurse executive should be directly involved in agency policy-making. By virtue of her/his preparation and responsibility, the executive should request and receive a permanent place on the agency's top management team, with the nursing staff reporting directly to him/her. By thus using shared governance, faculty believe that the nurse executive can best provide for nursing and client needs.

### Conceptual Framework

This Master of Science curriculum builds logically upon the conceptual framework of the Madonna College's undergraduate nursing program. This major in nursing administration is "Advanced Distributive Nursing," building specifically upon principles mastered in N410 (Research) and N430 (Management), wherein the leader-practitioner engineers resources and services to meet the needs of clients found at any point on the health-illness continuum. These distributive nursing specialists are prepared to function in primary care clinics, secondary or acute care hospitals, or in rehabilitative institutions, using both clinical and administrative skills.

### Goals of Progam

To prepare executive and middle-management administrators of nursing in primary, secondary and tertiary health care settings.

The program is designed to prepare the nurse executive for:

- Developing the advanced practice of administrative strategies and the use of appropriate organizational behavior in institutional departments of nursing.
- Applying advanced skills in the theory and practice of a clinical specialty to the administrative role selected.
- Creating and administering a budget that supports a cost-effective operation while considering personnel, equipment/supplies needs, and space/architectural design.
- Identifying departmental goals and designing, promulgating and supervising the implementation of departmental policies and procedures.
- Conducting long-range planning and applying the principles of forecasting.
- Managing human resources, particularly personnel matters, staffing, working conditions, inservice and continued education.
- Managing information systems inclusive of records, computers and establishing effective lines of communication,

- Creating a working climate that respects the autonomy of nurse practitioners while requiring responsible accountability.
- Providing leadership in problem solving while promoting peer consultation, shared governance, and collaboration with other members of the health team, based either in the institution or in liaison agencies.
- Acting as guardian of the published standards of nursing service and practice, by implementing appropriate quality assurance measures and actively encouraging clinical research, research-based nursing practice, and maintenance of practitioner competence.
- Evaluating the impact of national and nursing issues on health care delivery and vigorously championing positive trends.
- Establishing relations with significant boards and community and governmental agencies; joining professional organizations and providing leadership in those professional groups.

### **Terminal Competencies**

The graduate of the master's degree program in nursing administration will:

- 1. Develop advanced skill in the theory and practice of the nurse-executive role found in a specific type of health agency selected by the student.
- 2. Apply advanced nursing skills in a specialty related to needs of clientele encountered in the administrative role.
- 3. Learn the process of developing constructs, testing nursing theories, and designing models to enrich the body of nursing knowledge and its literature.
- 4. Demonstrate skill in research methods and evaluation strategies including use of relevant statistical processes and computer services.
- 5. Relate professional studies and science theory, particularly business principles, to the development of knowledge in clinical and administrative areas.
- Be prepared to organize a nursing department and plan programs that manifest the humanistic value that man is a continuous learner, capable of growth and responsible for his own free acts.
- 7. Be able to identify contemporary political, social, economic, and professional issues that can impact on health care delivery, and assume a leadership role in managing those trends.
- 8. Be prepared to assume a collegial and collaborative role with others, lay and professional, interested in primary, secondary, and tertiary health care.

The program entails fifteen semester hours of required courses in the administration core and twenty-one semester hours in the nursing specialty, which includes four semester hours in the nursing base, nine semester hours in research, and eight semester hours in nursing administration specialty courses. ADM 515: Financial Accounting may be added as a prerequisite for ADM 525: Managerial Accounting for Decision-Making. The program can be completed in 36-39 semester hours.

#### Required Core Courses (15 s.h.)

ADM 52	5 Managerial Accounting for Decision Making	3s.h.
ADM 53	O Human Resources: Dynamics and Development	3s.h.
ADM 53	7 Future Society and Management	2s.h.
ADM 54	O Organizational Theory and Behavior	3s.h.
ADM 54	7 Management Thought: Development and Literature	2s.h.
	5 Ethical Considerations in Administration	2s.h.
	(formerly HUM 555)	
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#### Req

ADM 555 Ethical Considerations in Administration (formerly HUM 555)	2s.h.
quired Specialty Courses (21 s.h.)	•
Nursing Base:	_
NUR 500 Theoretical Basis for Nursing Practice	2s.h.
NUR 510 Advanced Nursing Practice	2s.h.
Nursing Administration Specialty:	
NUR 530 Nursing Administration	3s.h.
NUR 531 Nursing Administration Practicum	3s.h.
NUR 575 Administrative Nursing and the Health Care Scene	2s.h.
_	23.11.
Nursing Research:	
NUR 524 Research Methods and Evaluation Strategies	3s.h.
NUR 554 Biostatistics	3s.h.
NUR 594 Nursing Administration Research: Thesis	3s.h.
(May be repeated to insure thesis direction.)	
Elective Courses:	
NUR 542 Planning and Designing Instructional Programs	3 s.h.
HUM 505 Communications for the Executive	3s.h.
HUM 555 Ethical Considerations in Administration	3s.h.
1 10141 300 Etitleat Cottsiderations in Manifilistration	35.11.

Students are expected to be computer literate either through on-the-job experience, a course in computer applications, or auto-tutorial instruction. Many courses require students to use the computer to complete assignments or analyze data. ADM 519: Computer Applications for Graduate Study will fulfill this expectation.

### Administration

# ADM 525 — Managerial Accounting for Decision Making — 3 s.h.

Examination of managerial decision making with the use of accounting data, emphasizing the role of the accounting discipline in fiscal management decisions. Prerequisite: two semesters of accounting or ADM 515.

#### ADM 530 — Human Resources and Development — 3 s.h.

Focus on the types of individual and group behaviors, along with related behavioral problems, as experienced by managers. Emphasis on the processes responsible for specific behaviors, especially when compounded by effects of environmental forces and diverse individual differences. An in-depth analysis of the social and ethical issues which influence managerial constraints.

#### ADM 537 — Future Society and Management — 3. s.h.

Analysis of the future of society and trends that will influence future enterprises. Some determining influences: the thrust of tradition and history; diversity in viable cultural patterns; supply and cost of essential resources; prevailing standards of ethics, social decency, and legal conduct; philosophy and pattern of governance; developments in science and technology; war and other international tensions; and social disorders — especially in the form of economic and political instability. The contributions of history, sociology, anthropology, psychology, political science, and economics in shaping and articulating our understanding of trends.

# ADM 540 — Organizational Theory and Behavior — 3 s.h.

Extension of the student's base in analyzing and understanding today's organizations, examining the changes in values and human behavior, technology and other critical dimensions which impact and influence organizational structures; the management of organizational design; and organizational continuity. Development of an organization which coordinates its efforts to maximize operational effectiveness.

# ADM 547 — Management Thought: Development and Literature — 3 s.h.

An objective overview of the evolution of management thought from its earliest beginnings to the present, with emphasis on pivotal writings in the field. Critical examination of the quantitative approach to management with operational decisions at probable expense of conceptual decision; people-orientation in organizational life; response of management thinkers to the rush of scientific and technological change and a growing emphasis on humanism.

#### **Business Administration**

# BUS 543 — Research Design and Statistics — 3 s.h.

The conceptual tools and techniques necessary to understand the nature of scientific methods and their application to research in the organizational setting.

Prerequisite: one semester of statistics or equivalent.

# BUS 555 — Economic Analysis and Forecasting — 3 s.h.

A succinct examination of the economic process and of economic science in the free enterprise society with special reference to economic fluctuations and forecasting. The essential thrusts of economic analysis as such and of economic policy; the centrality of aggregate economic concepts and measurements; the need for, nature of, and benefits of economic forecasting. Some contemporary methods of economic forecasting: national income accounts, survey of future events, diverse time series, and computer models. Limitations on economic forecasting. The business cycle in the future, and its curtailment by fiscal and monetary measures. The problem of the mixed economy.

Prerequisites: one semester of microeconomics; one semester of macroeconomics; or BUS 518 or equivalent.

# BUS 558 — Information Systems for Management — 3 s.h.

A practical framework for managers in controlling and using information systems; emphasis on information technology and strategic planning, the role of management in information processing, the study of ergonomics, system issues, and societal implications. *Prerequisite:* computer literacy.

# BUS 565 — Corporate Finance — 3 s.h.

A thorough treatment of the three major kinds of financial management decisions faced by business firms: the investment decision, the financing decision, and the dividend decision. *Prerequisite:* one course in finance or BUS 517 or equivalent.

patterns; supply and cost of essential resources; prevailing standards of ethics, social decency, and legal conduct; philosophy and pattern of governance; developments in science and technology; war and other international tensions; and social disorders — especially in the form of economic and political instability. The contributions of history, sociology, anthropology, psychology, political science, and economics in shaping and articulating our understanding of trends.

# ADM 540 — Organizational Theory and Behavior — 3 s.h.

Extension of the student's base in analyzing and understanding today's organizations, examining the changes in values and human behavior, technology and other critical dimensions which impact and influence organizational structures; the management of organizational design; and organizational continuity. Development of an organization which coordinates its efforts to maximize operational effectiveness.

# ADM 547 — Management Thought: Development and Literature — 3 s.h.

An objective overview of the evolution of management thought from its earliest beginnings to the present, with emphasis on pivotal writings in the field. Critical examination of the quantitative approach to management with operational decisions at probable expense of conceptual decision; people-orientation in organizational life; response of management thinkers to the rush of scientific and technological change and a growing emphasis on humanism.

#### **Business Administration**

# BUS 543 — Research Design and Statistics — 3 s.h.

The conceptual tools and techniques necessary to understand the nature of scientific methods and their application to research in the organizational setting.

Prerequisite: one semester of statistics or equivalent.

# BUS 555 — Economic Analysis and Forecasting — 3 s.h.

A succinct examination of the economic process and of economic science in the free enterprise society with special reference to economic fluctuations and forecasting. The essential thrusts of economic analysis as such and of economic policy; the centrality of aggregate economic concepts and measurements; the need for, nature of, and benefits of economic forecasting. Some contemporary methods of economic forecasting: national income accounts, survey of future events, diverse time series, and computer models. Limitations on economic forecasting. The business cycle in the future, and its curtailment by fiscal and monetary measures. The problem of the mixed economy.

*Prerequisites:* one semester of microeconomics; one semester of macroeconomics; or BUS 518 or equivalent.

# BUS 558 — Information Systems for Management — 3 s.h.

A practical framework for managers in controlling and using information systems; emphasis on information technology and strategic planning, the role of management in information processing, the study of ergonomics, system issues, and societal implications. *Prerequisite:* computer literacy.

# BUS 565 — Corporate Finance — 3 s.h.

A thorough treatment of the three major kinds of financial management decisions faced by business firms: the investment decision, the financing decision, and the dividend decision. *Prerequisite:* one course in finance or BUS 517 or equivalent.

#### BUS 579 — Marketing Strategy — 3 s.h.

The use of strategic planning as an advancement of traditional marketing management. Focus on sharpening managerial perspectives and analytical techniques for achieving corporate-wide marketing objectives.

Prerequisite: one course in marketing management, BUS 516, or equivalent.

#### BUS 568 — Contemporary Readings in Management — 3 s.h.

Extensive readings in management and management-related topics. *Prerequisite:* completion of core courses.

# BUS 583 — Thesis in Management — 3 s.h.

Independent research study to be completed under guidance of a member of the Graduate Faculty. Topic must be approved by the Business Graduate Faculty Committee and may be initiated after completion of the core courses. The student will present the thesis before colleagues, graduate faculty, and invited guests during the capstone seminar of the program. Students may need to reregister for this course to insure continued faculty supervision if the research study extends beyond one term.

Prerequisite: completion of core courses.

#### BUS 593 — Seminar in Management, Organizational Behavior and Theory — 3 s.h.

Capstone course; emphasis is on the integration of theory and application; focus on goal-setting, and strategy formulation and implementation; includes thesis presentations. *Prerequisite:* taken as final course in program.

#### Nursing

#### NUR 500 — Theoretical Basis for Nursing Practice — 2 s.h.

The nature of conceptual frameworks and theory and the development of theoretical frameworks for nursing practice.

#### NUR 510 — Advanced Nursing Practice — 2 s.h.

Focus on assessment techniques and the nursing process with clients having family-centered, episodic, or distributive needs. The theoretical component of the course will consist of (1) physical and psychological assessment concluding with a nursing diagnosis and (2) student-led seminars in topics related to clinical theory and practice. For the clinical component, the student will identify an area of expertise and select a preceptor after consultation with graduate faculty in order to complete clinical objectives.

Prerequisite: NUR 500, BIO 508 or its undergraduate equivalent.

#### NUR 524 — Research Methods & Evaluation Strategies — 3 s.h.

An overview of the research process in nursing. A variety of research approaches appropriate for the nurse administrator including experimental, survey, historical, and evaluative. Emphasis on steps which must be taken prior to instituting a research project, including selecting and defining a problem, literature review, placing the problem in theoretical context, formulating a hypothesis, determining data collection methods, and consideration of ethical implications. Classical research methods, with special emphasis on descriptive evaluation type studies and organizational research.

# NUR 530 — Nursing Administration — 3 s.h.

The role of administration in a variety of nursing executive settings: organizing a department; creating lines of communication; fiscal management in nursing service; standards for nursing service and practice; nursing personnel supervision, including competency-based evaluations; risk management and legal aspects of nursing administration; use of biostatistics and trends and analysis for forecasting and long-range planning; introduction to the consultative role; mediation and labor relations.

Prerequisite: ADM 525, 530, 540.

# NUR 531 — Practicum in Nursing Administration — 3 s.h.

A weekly seminar on campus and a 120 contact hour residency in local health institutions noted for their high calibre nursing service departments. Areas for observation and participation include: organizational structure; communication systems; fiscal and personnel management; application of criteria for accreditation; quality assurance and nursing standards; research-based practice; implementation of a management philosophy and use of change theory where appropriate.

Prerequisite: NUR 530, 524, 554.

# NUR 542 — Planning and Designing Instructional Programs — 3 s.h.

The framework for establishing educational/instructional programs, including organization and administration; development of philosophy, goals and objectives; learning theory; designing and implementing curriculum; instructional strategies; and evaluation techniques. Designed for individuals interested in staff development, patient education, or nursing school positions.

# NUR 554 — Biostatistics — 3 s.h.

Study of descriptive and inferential statistics used as tools in nursing and administration related research, where populations are drawn primarily from clinical settings. Students will evaluate statistics used in examples of nursing research and assess computer use in statistics.

# NUR 575 — Administrative Nursing and the Health Care Scene — 2 s.h.

Analysis of trends and issues affecting the health care system such as the role of government, health values, economic conditions, human rights, technology, nursing education, and women in decision-making. Students will be required to lead at least one class discussion and prepare an annotated bibliography on issues addressed.

# NUR 594 — Nursing Administration Research: Thesis Project — 3 s.h.

Independent investigation of nursing administration problem, using a specific research methodology. Topic must be approved by the Nursing Graduate Faculty Committee and may be initiated after completion of the core courses. The student will present the thesis before colleagues, graduate faculty, and invited guests at scheduled meeting. This course may need to be repeated in order to maintain faculty supervision through completion of the thesis.

#### Prerequisite: NUR 531, 524, 554.

#### Supportive Areas

# HUM 505 — Communications for the Executive - 3 s.h.

A communication theory and practice course, with emphasis on developing proficiency in the written and oral communication skills needed by the executive. Study of the communication processes within an organization and the application of effective skills in letters, directives, reports, managerial and large group presentations, and visual aids. Principles and techniques of conducting meetings.

#### **HUM** 555 — Ethical Considerations in Administration — 3 s.h.

Exploration of the ethical dimension of the role of administrator, with an emphasis on the role of value judgments in administrative science. A brief historical overview, followed by consideration of the hierarchy of ethical decision-making, contemporary value conflicts affecting management, culturally and ethnically biased assumptions, and women in management. Ethically related issues in a variety of administrative settings.

#### Prerequisite Courses

Some courses in the program have prerequisites. The student may satisfy the prerequisites in one of two ways: taking the specified undergraduate courses or taking the graduate-level prerequisite courses specifically designed for the program.

# BIO 508 — Concepts in Medical Biology — 4 s.h.

Major concepts involved in the occurence, treatment, control and prevention of diseases in human populations. Included are epidemiological concepts and applications to determine the frequency and distribution of pathogenic diseases and practical methods of disease control. Emphasis on systemic diseases involving cardiovascular, pulmonary, neuroendocrine, and renal disorders and dysfunctions.

Prerequisites: Anatomy and Physiology, Microbiology. (Prerequisite for NUR 510.)

#### ADM 515 - Financial Accounting - 3 s.h.

Fundamental principles of financial accounting dealing primarily with reporting the financial results of operations, financial position, and changes in the financial position to the investors, managers, and interested parties. (Prerequisite for ADM 525.)

# ADM 519 — Computer Applications for Graduate Studies — 1 s.h.

Introduction to computer terminology and logic; hands-on approach to statistical packages, word processors, and other packages used especially in graduate studies.

# BUS 516 — Essentials of Marketing — 3 s.h.

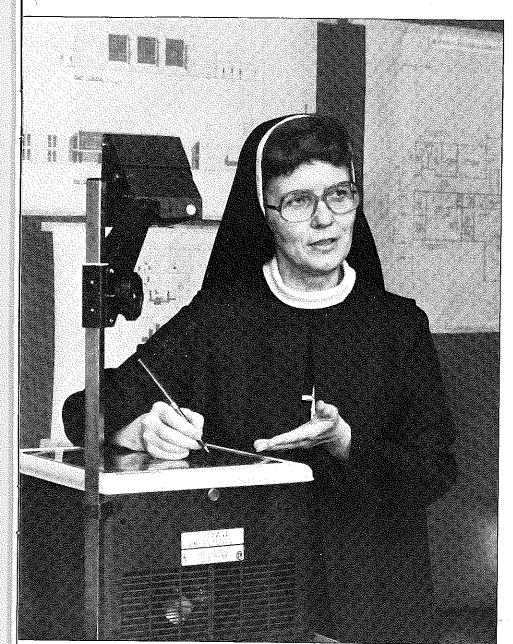
The essentials of marketing from the perspective of management; emphasis on strategic planning in marketing. (Prerequisite for BUS 579.)

#### BUS 517 — Financial Management — 3 s.h.

Principles of financial administration, including applications to problems of financial analysis, control, and planning by firms in a dynamic economy. Emphasis on working capital management, capital budgeting valuation theories, and long term financing policies. Emphasizes the role of financial management in maximizing the value of the firm. *Prerequisite:* BUS 525. (Prerequisite for BUS 565.)

# BUS 518 — Economic Environment and Business Activity — 3 s.h.

A combined course in micro and macroeconomics. Theory of the firm and consumer. Analysis of the price system as a means to efficient allocation of economic resources. Theory of national income determination; national output and income; savings and capital formation. Current economic conditions and their influences on business. Analysis and interpretation of government policies and practices. (Prerequisite for BUS 555).



# THE MADONNA COMMUNITY

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# THE MADONNA COMMUNITY

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#### **Graduate Faculty**

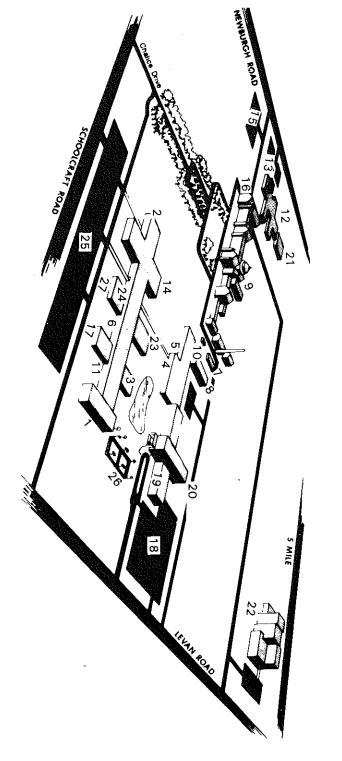
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- Kathleen O'Dowd, Associate Professor (English); B.A., University of Michigan; M.A., Ph.D., Michigan State University.
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- Carol S. Zenas, Assistant Professor (Nursing); B.S.N., M.S.N., Ph.D. candidate, University of Michigan.

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# MADONNA COLLEGE CAMPUS MAP

**Guest House** Home Economics

7.6.5.4.3.2.1

Cafeteria & Student Center

Administration **Activity Center** 

- Ladywood High School
- 74 Library

Classrooms & Departmental Offices

Campus Chapel

- 5 16.

- Motherhouse Parking Lot
- Montessori School

- Ladywood High School Parking Lot

- North College Parking Lot

Felician Sisters Provincialate

Faculty Residence Clergy Motel

- Residence Halls

Psycho-Education Center

- Saint Clare Nursing Home
- Science Saint Mary Hospital
- Science Lecture Hall
- South College Parking Lot
- Tennis and Basketball Courts
- Site of New Library/Media Center

# The FELICIAN SISTERS conduct four colleges:

Felician College Chicago Illinois 60659

Felician College Lodi, New Jersey

Villa Maria College Buffalo, New York 14225

Madonna College Livonia, Michigan 48150

