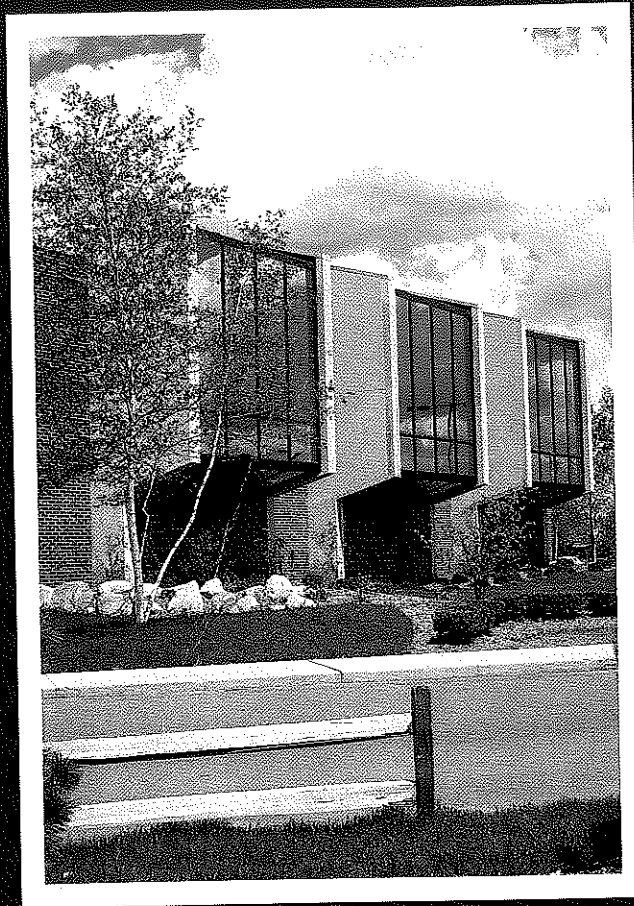


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# Madonna

Graduate Bulletin '85 - '87

# DIRECTORY

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

**GRADUATE PROGRAMS: Director of Graduate Studies  
591-5049**

**BUSINESS SPECIALTY** Associate Director for Business  
Administration  
591-5117

**NURSING SPECIALTY** Associate Director for Nursing  
Administration  
591-5105

## FREQUENTLY CALLED NUMBERS:

<b>Bookstore</b>	<b>591-5088</b>
<b>Center for Research</b>	<b>591-5196</b>
<b>Computer Laboratory</b>	<b>591-5008</b>
<b>Continuing Education</b>	<b>591-5188</b>
<b>Educational Support Services</b>	<b>591-5130</b>
<b>Financial Aid</b>	<b>591-5036</b>
<b>Foreign Students</b>	<b>591-5053</b>
<b>Health Instruction Center</b>	<b>591-5074</b>
<b>Library</b>	<b>591-5012</b>
<b>Registrar</b>	<b>591-5039</b>
<b>Security</b>	<b>591-5086</b>
<b>Student Billing</b>	<b>591-5034</b>
<b>Undergraduate Admission</b>	<b>591-5053</b>

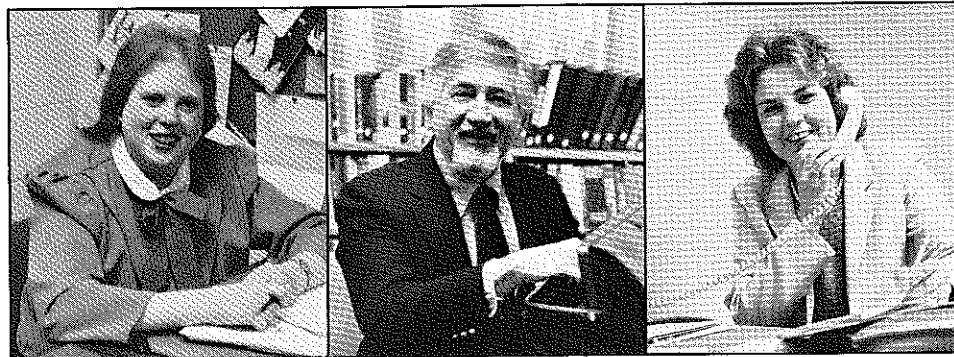
# MADONNA COLLEGE

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Graduate Studies Bulletin  
Volume 2: 1985-87  
(Effective as of Term I, 1985)

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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

	1984-1985	1985-1986	1986-1987
<b>Filing Deadline:</b>			
Intent to Graduate Term I - Dec. ....	May 4-'84	May 3-'85	May 2-'86
Final Registration .....	Aug. 20	Aug. 19	Aug. 18
Faculty Conference .....	Aug. 30-31	Aug. 29-30	Aug. 28-29
Classes Begin .....	Sept. 4	Sept. 3	Sept. 2
Add-Drop Period .....	Sept. 4-10	Sept. 3-9	Sept. 2-8
Final Date: Election S Grade .....	Oct. 23	Oct. 22	Oct. 21
Comprehensive Examinations: Term I .....	Nov. 3	Nov. 2	Nov. 1
Registration: Term II - Winter .....	Nov. 12-17	Nov. 11-16	Nov. 10-15
Thanksgiving Recess .....	Nov. 22-24	Nov. 21-23	Nov. 20-22
Final Date: Withdrawal from Courses .....	Nov. 9	Nov. 8	Nov. 7
Final Examinations .....	Dec. 10-15	Dec. 9-14	Dec. 8-13
End of Term I .....	Dec. 15	Dec. 14	Dec. 13
Grades Due .....	Dec. 18	Dec. 17	Dec. 16

## TERM II — WINTER

	1984-1985	1985-1986	1986-1987
<b>Filing Deadline:</b>			
Intent to Graduate Term II - May .....	Sept. 7-'84	Sept. 6'85	Sept. 5'86
Final Registration .....	Dec. 19	Dec. 18	Dec. 17
Faculty Conference .....	Jan. 4	Jan. 3	Jan. 9
Classes Begin .....	Jan. 7	Jan. 6	Jan. 5
Add-Drop Period .....	Jan. 7-12	Jan. 6-11	Jan. 5-10
Comprehensive Examinations: Term II .....	Feb. 9	Feb. 8	Feb. 7
Final Date: Election S Grade .....	Feb. 25	Feb. 24	Feb. 23
Registration: Term III			
Spring/Summer .....	Feb. 25-Mar. 2	Feb. 24-Mar. 1	Feb. 23-28
Spring Vacation .....	Mar. 4-9	Mar. 3-8	Mar. 2-7
*Easter Recess .....	Apr. 5-6	Mar. 28-29	Apr. 17-18
Registration: Term I - Fall .....	Mar. 25-30	Mar. 24-29	Mar. 23-28
Final Date: Withdrawal from Courses .....	Mar. 15	Mar. 14	Mar. 13
Final Examinations .....	Apr. 22-27	Apr. 21-26	Apr. 20-25
End of Term .....	Apr. 27	Apr. 26	Apr. 25
Grades Due .....	Apr. 30	Apr. 29	Apr. 28
Commencement .....	May 11	May 10	May 9

\*Easter Recess begins at 4:00 p.m. on the Thursday before Easter.

## TERM III — SPRING-SUMMER

	1984-1985	1985-1986	1986-1987
<b>Filing Deadline:</b>			
Intent to Graduate Term III-July .....	Jan. 11	Jan. 10	Jan. 9
Registration .....	Feb. 25-Mar. 2	Feb. 24-Mar. 1	Feb. 23-28
Classes Begin .....	May 6	May 5	May 4
Add-Drop Period .....	See Tuition and Fees Section		
Final Date: Withdrawal from Courses-No Later than 2/3 of Completed Course .....	Work		
Memorial Day - No Classes .....	May 27	May 26	May 25
Comprehensive Examinations: Term III .....	June 8	June 7	June 6
Independence Day - No Classes .....	July 4	July 4	July 4
Final Examinations .....	Last Class Session		
End of Term III .....	July 26	July 25	July 24
Grades Due .....	July 30	July 29	July 28

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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.

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## GRADUATE STUDIES AT MADONNA COLLEGE

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### **A New Kind of Manager**

A fluctuating economy, a crisis in productivity, cutbacks, retrenchment, redirection - these are staples of the rhetoric of economics for the 1980s and 1990s and characterize a new environment for middle and top level management. The Madonna College Master of Science in Administration responds to a need that is both local and national in scope. It reflects the number one priority in fields as diverse as insurance, banking, health care delivery, transportation, manufacturing, energy, communications, and data processing: the emphasis on sound administrative practice. To meet this need Madonna College has developed a graduate curriculum built upon a solid foundation of administrative theory and skills and reinforced by advanced study and research in the specialty area of either business or nursing administration.

You, the prospective student, are looking for a graduate program that will give you the best specialized training to prepare you for the future. Whether you see the degree as a means of advancing in your current position or as a means of effecting a career change, you will want to evaluate the program carefully, match its resources, its faculty, curriculum, and facilities, to your own objectives. This process of evaluation and decision making is primary to the role of the administrator, and, just as you would evaluate any venture to weigh its strengths and weaknesses, you are beginning to evaluate this program. Here are some important considerations that will inform your decision.

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## 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 and responsible 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.

The Master of Science in Administration (MSA) targets those aspects of administrative decision making that have the most meaning for managers in the 1980s and '90s: human resources management, fiscal management, issues management, and use of the computer as a management tool. 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 and nursing so that the administrative role is seen in the full context of the business world and health care industry. Madonna College 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.

## Distinctiveness of the Program

A combination of several features distinguishes the Madonna College MSA. 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 administrator witnesses firsthand the considerations that weigh heavily in the hospital boardroom; the business student 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.

For the nursing student, a foundation in nursing theory and advanced clinical practice is complemented by the core in administration and allows the nurse to develop the functional role of administrator. These elements, plus the research component in nursing administration, make for a solid master's level preparation that integrates practical business skills with the professional concerns of nursing.

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 environ-



ment 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, ethics, psychology, and sociology. The future manager will be called upon to think in more than two dimensions, and the Madonna College program stimulates 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 determined by the mission of the college. The program's Christian philosophy places emphasis on ethical decision making and a commitment to service. Each of these inform the program and define, at least in part, how students function in the role of manager.

### **The Madonna Graduate Student**

The typical Madonna graduate student pursues graduate study on a part time basis and maintains a full time position in one of many settings: business, nursing, education, human services, law enforcement, or municipal government. 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:

American Field Marketing	Michigan Bell
Awrey Bakery	Michigan National Bank
Blue Cross/Blue Shield of Michigan	Mt. Carmel Mercy Hospital
Burroughs Corporation	National Sales Engineering Corporation
City of Detroit	Oakwood Hospital
Cottage Hospital	Petrosar Limited
Detroit Edison	Providence Hospital
Detroit Osteopathic Hospital	St. Mary Hospital
Detroit Police Department	St. Joseph Mercy Hospital
Ex-Cell-O Corporation	Sears, Roebuck, & Company
Ford Motor Company	Sinai Hospital
General Motors Corporation	University of Michigan Hospitals
Guardian Industries	Veterans Hospital
Henry Ford Hospital	Visiting Nurses Association of Metropolitan Detroit
Heublein Inc.	Wayne County Sheriff's Department
Hewlett Packard Inc.	Western Electric
Hutzel Hospital	White Motor Company
IBM Corporation	William Beaumont Hospital
Johnson & Johnson	
McDonald's Corporation	
Metro West Hospital	

These students occupy a range of administrative positions including sales manager, administrative staff assistant, general manager, branch manager, customer service coordinator, staff development instructor, director of nursing, public health nurse. 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 the program from many different undergraduate institutions, such as:

Adrian College	Northern Michigan University
California State University (Fullerton)	Oakland University
Central Michigan University	Purdue University
Eastern Michigan University	Seton Hall University
Madonna College	University of Connecticut
Manhattan College	University of Detroit
Marquette University	University of Maryland
Mercy College	University of Michigan
Miami University of Ohio	University of Toledo
Michigan State University	University of Wisconsin
Montana State University	Wayne State University

Students come with a range of undergraduate majors: education, psychology, criminal justice, business administration, engineering, social science, natural science, and nursing. The MSA curriculum is designed to meet the needs of students with differing backgrounds and training.

The following graduate students are currently enrolled in the program. Here they tell us in their own words why they chose the Madonna College 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**

District Manager (Detroit)  
Roche-Bausch Pharmaceuticals, Inc.  
Graduate Student, Business Administration Specialty

When I came to Madonna for my bachelor's degree, the business department was great. I was not getting to know my professors, being assigned to the level of the department. The first, 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 personal management, in learning ways to motivate the people who work for me, in terms of making them happy with their jobs and their production. Right now I have eleven representatives working for me, and I feel that each and every one of those persons that are a 50% of my productivity and 50% 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 daily life, work routine, and into my own work. Managing, studies for. None of my work situations, of the situations and circumstances that will be of the line. Probably the biggest problem the world has to work on is better communication, not only in business but in every aspect.

Because of the evolution — the revolution — of the computer, every graduate student should take a systematic class of some sort. I don't really know to know how to use a computer, but I have to know how to use it. Just what a computer tells me, there is because I don't really understand how that works. 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 Marketing and Public Relations

Parkland General Hospital

Graduate Student, Nursing Administration Specialty

*My two professors at Grand Island that I did I needed to enhance my qualifications and grow professionally. I like Webster and I truly enjoyed my undergraduate program here. So, when I saw Webster's graduate program, I felt it was a great place to come back to.*

*I had not begun to deal with some budgetary issues and needed a well defined set of rules. The accounting is a critical but necessary component of the program. Health care really operates like a business. Nursing administrators need to understand accounting, computers, the budget and those things that impact on it. Nurses with tunnel vision aren't making it. Nurses have to be more global, to look beyond what were my two years before.*

*I like the 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 think we need to do research and whatever you can do, even if it's small.*

*The most important practical consideration in choosing Webster's master's program was that I can pursue it on a part*

*time basis. We all have quite few resources. I like work home with no extra stress. I couldn't apply to commitments to pursue a program that required me to be a full time student.*

*The best thing about Webster is that you're treated as an individual. People really care, really listen and remember you. It's very warm when I describe Webster 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 instill in its students Christian humanistic values, intellectual inquiry, and commitment to serving others, through a liberal arts education integrated with career preparation, and based on the truths and principles recognized within a Catholic tradition.

The College'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.

The Madonna College nursing and business administration programs, the two largest at the college, serve over 1600 undergraduate and graduate students; they maintain a reputation for academic excellence and responsiveness to community needs. In 1987, the nursing department will celebrate its twenty-fifth anniversary of preparing baccalaureate nurses. The program has grown to be one of the largest four-year programs 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 successful track record of developing marketable programs in business specialties such as accounting, financial services administration, management, marketing, computer 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 College 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. Implementation of the program was reviewed by North Central evaluators in 1984. 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 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 College has made computer literacy a priority in all its programs so that students learn computer applications in their fields.

The new \$4.1 million library wing has become a focal point for the academic life of the campus. Housing more than 105,000 books and other print and nonprint materials, the library provides comfortable study and reading areas, in addition to group study and conference rooms. Equipped to meet the student's study needs, the library maintains coin and card operated photocopiers and word processing equipment, as well as microfilm and microfiche readers. The library expands its resources by subscribing to online retrieval services such as Dialog and Bibliographic Retrieval Service (BRS). It also maintains membership in the Southeastern Michigan League of Libraries Infopass system. This entitles students to borrowing privileges at more than twenty participating university and public libraries. Additionally, books, abstracts, monographs, articles, research and technical reports, and policy manuals can be obtained through the Network-Locator Services of the Michigan Library Association. Through such consortial arrangements students can take advantage of the extensive research and library resources in the Detroit-Ann Arbor area.

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

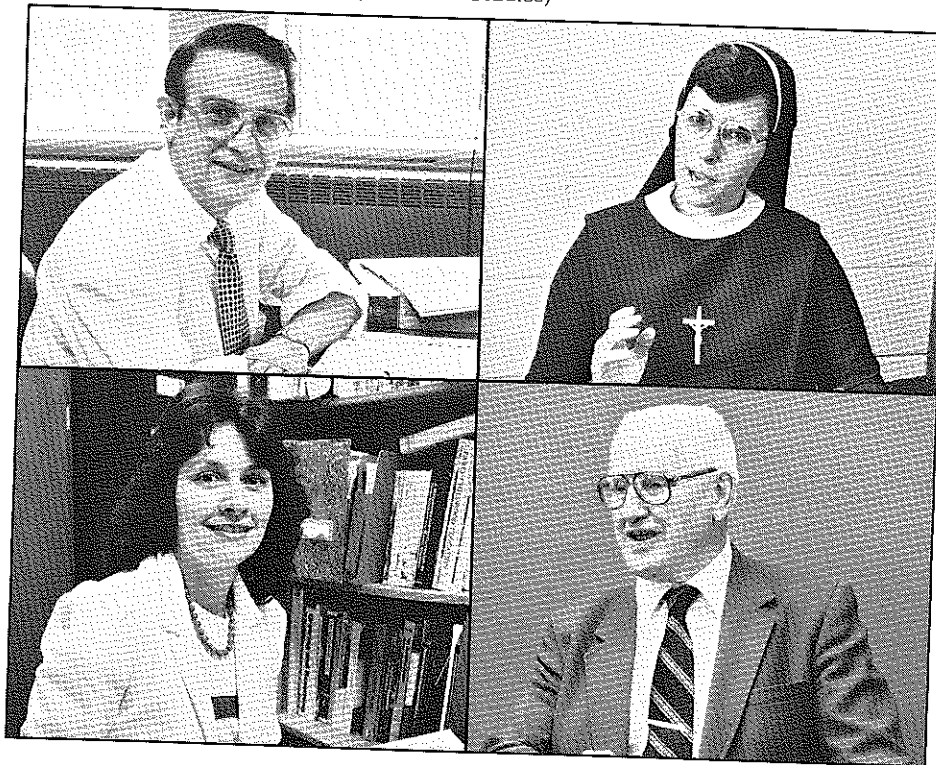
## Campus Activities

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

Programs at Madonna College are approved or accredited by the following organizations:

- American Dietetics Association:
  - General Dietetics, 1977, 1982
  - Clinical Dietetics, 1982
  - Community Nutrition, 1982
- Council on Social Work Education, 1982
- State of Michigan Board of Education:
  - Approval of four-year degrees, 1947
  - Teacher certifications, 1954, 1969
  - Vocational certification and authorization, 1969, 1974
  - Learning disabilities certification, 1974
  - Reading, 1977
  - Emotionally impaired, 1978
- Michigan Board of Nursing, 1978
- North Central Association of Colleges and Schools, 1959, 1968, 1978, 1982 (Graduate Studies)



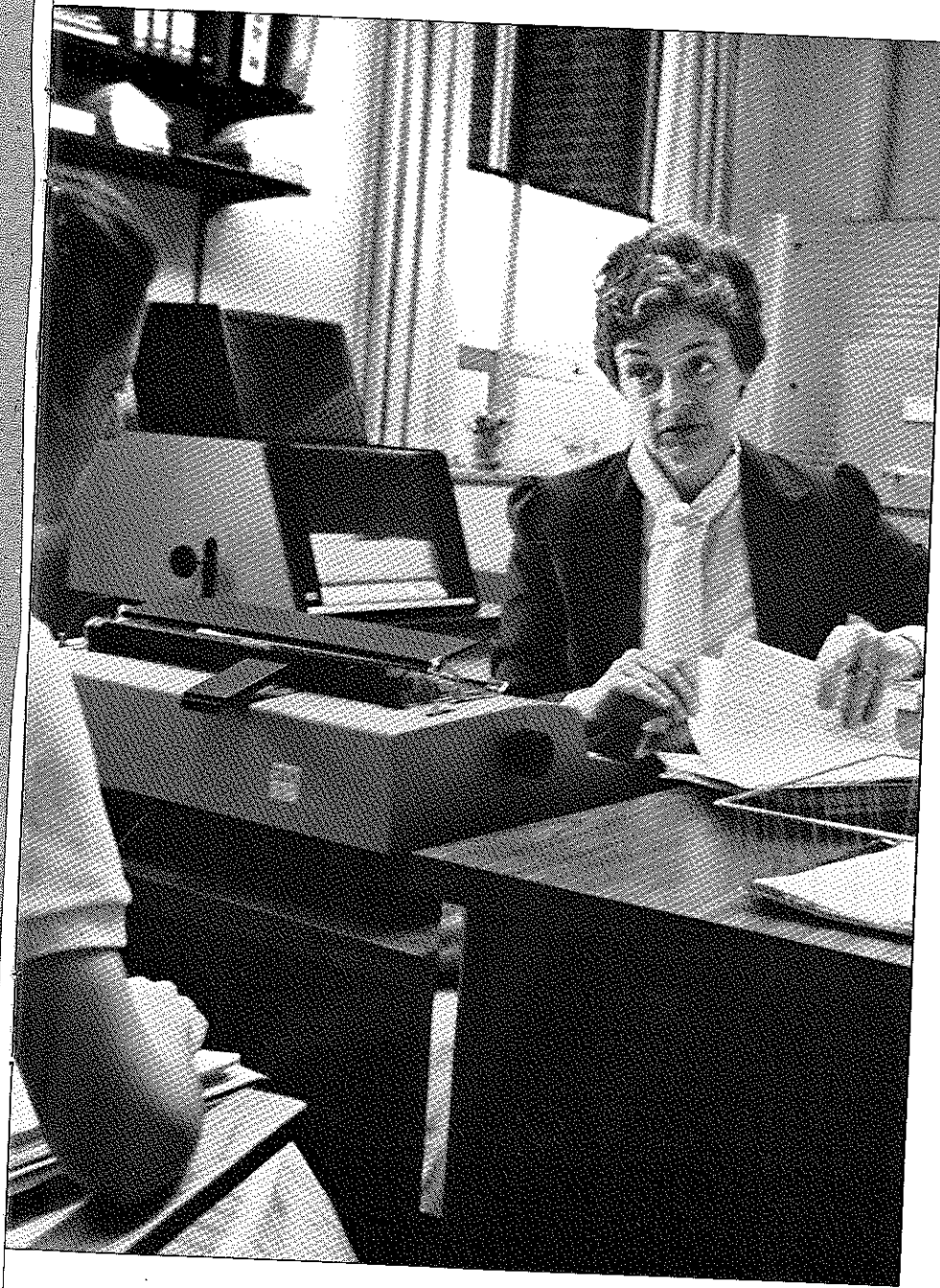
National League for Nursing, 1970, 1978, 1984 (undergraduate)  
National Council for the Accreditation of  
Teacher Education, 1972, 1981  
Michigan Department of Public Health:  
Advanced Emergency Medical Technician, 1975

### **Selected Memberships**

American Assembly of Collegiate Schools of Business  
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  
Association for Systems Management  
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 Educational Association  
Catholic Campus Ministry - Archdiocese of Detroit  
Catholic Library Association  
College and University Personnel Association  
College Placement Council  
Council for the Advancement and Support of Education  
Council of Graduate School in the United States  
Council of Independent Colleges  
Detroit Area Consortium of Catholic Colleges  
Livonia Chamber of Commerce  
Michigan Academy of Science, Arts, and Letters  
Michigan Association of Colleges of Nursing  
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



# ADMISSIONS



## 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:

1. 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; and average of 2.7-2.9 will be considered for conditional 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

1. Application forms are available in the Graduate Studies Office, room 266 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 payable 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 and computer-assisted materials to help students prepare for the GRE and GMAT are available in the Madonna College library. Each package contains review and exercises in both the quantitative and verbal skills addressed by the tests. A preparation course for the GRE and GMAT is offered through the Continuing Education Office (591-5188).

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.
- **Conditional Admission:** The student's credentials show a deficiency, such as a grade point average between 2.7 and 2.9, a low score on the graduate admission test, or no work experience. The student is admitted on the condition that he/she achieve at least a 3.0 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 9 semester hours earned as a special student may apply to the graduate program. Permission to take graduate courses as a special student does not guarantee admission 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. Transfer courses are accepted on the basis of their equivalency to courses in the Madonna program.

### **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 9 s.h. of graduate prerequisite courses (ADM 514, 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:

1. To meet the requirements of the baccalaureate degree and thus appear on the undergraduate transcript;
2. To satisfy prerequisites for the Master of Science in Administration degree and thus appear on the graduate transcript.

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



## 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, 1985. Graduate students enrolled in undergraduate classes should refer to the undergraduate bulletin for tuition rates and other applicable fees.

Graduate Tuition for 1985-86

\$120 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 (Non-Refundable)	\$20
Advance Enrollment Deposits for Foreign Students (Deposit refunded to paying party when the student is no longer enrolled in Madonna's programs.)	\$1,500
Registration	\$10 per term
Unscheduled Registration (Returning students only)	\$20
Deferred or Anticipated Examination The instructor will require a receipt from the Student Billing Department that the fee has been paid.	\$10 per test
Removal of Incomplete	\$5
Transcript of Credits	\$2
Billing/Payment Record Replacement	\$5
Change in Registration	\$10
Graduation fee	\$25
Returned Check Penalty	\$10
Thesis fee	\$80
Copyright fee (optional)	\$20

Checks should be made 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. 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, check, money order or credit card (Master Charge or Visa). Canadian students must pay in U.S. currency. 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.

NOTE: 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. Payment may be made through 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.

NOTE: 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**

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 in writing through the Registrar's Office. At the end of add/drop week, any student whose registration has been cancelled by the Student Billing Office will be required to pay \$30 assessment fee along with 100% of that term's charges in order to be reinstated.
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 60 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 at \$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 a class 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 .....	50%
Fourth week .....	25%
No credit past the fourth week	

Classes, workshops & seminars less than full term

	No. of class sessions	
	1-4	5-8
On/or prior to first day of classes .....	100%	100%
After first class meeting .....	25%	50%
After second class meeting .....	0%	25%
After third class meeting .....	0%	0%

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 Manager of Student Billing.

### Refunds 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 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**

1. 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 arrangements 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. Graduate students may obtain an Intent to Graduate form from the Office of Graduate Studies. The intent form must be completed, signed by the student's advisor and presented to the Office of Graduate Studies. See College Calendar for deadlines.
3. Thesis fee: Students are required to pay a thesis fee of \$80 at the time they file their Intent to Submit and Present Thesis form at the Graduate Studies Office. This is assessed to cover the cost of binding two copies of the thesis for the College and the publication fee for University Microfilms International. Students have the option of paying for copyright service and for the binding of a personal copy of the thesis.

#### **Graduate Student Financial Aid**

Financial aid for graduate students is limited, for the most part, to loans. 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



## 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 encouraged. 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 9 to 12 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:	9 or more semester hours
Half-time status:	4-8 semester hours
Less than half-time student:	less than 4 semester hours

### Attendance

Since participation in class activities is important to the educational process, the student is advised to be present for all sessions. Job-related absences due to such things as travel can be accommodated, but the student must accept full responsibility for missed work. The professor is not responsible for rescheduling tests or conducting make up sessions for students who have missed class.

### Auditing Courses

Audit status must be approved by the student's advisor and selected at the time of registration. Auditors must adhere to the attendance policy of the course; those who fail to meet attendance requirements receive a "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 - in writing - at the Registrar's Office before the deadline date specified in the calendar of the College bulletin. 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 or 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 before the specified date, 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. 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	4 honor points per semester hour
B — Very Good — Adequate Attainment	3 honor points per semester hour
C — Attainment Below Graduate Level Expectation	2 honor Points per semester hour
D — Unacceptable Level of Attainment for Graduate Student	1 honor point per semester hour
NC — Failure	0 honor points
Other grades:	
S — Satisfactory	(C or Better)

Some prerequisite courses 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 a student who, due to an extenuating circumstance, has 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 converts to 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 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. In serious instances, this could result in dismissal from the program, upon recommendation of the specialty faculty.

### **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 by the Registrar's Office.

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 semester 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 attain a semester grade point average of 3.0 for the following semester, he/she will not be permitted to undertake further course work. Grades for all courses taken at Madonna College once the student has registered as a graduate student, will appear on the graduate transcript. Graduate courses, prerequisite courses taken at the graduate level, and transfer credit are computed in the cumulative grade point average.

To be eligible for continued enrollment, the student must maintain satisfactory academic progress. This is based on two criteria: cumulative grade point average and progress toward completion of the degree as measured by course completion. In addition to maintaining a GPA of 3.0, the student is expected to successfully complete two-thirds of the coursework attempted over a year's time. Failure to maintain satisfactory academic progress will result in dismissal from the program.

### **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. Candidacy is considered an academic milestone; it brings recognition and encouragement once the student is half way toward completing the masters degree.

### **Thesis**

Students are required to submit three copies of the completed thesis complying with the physical specifications in the *Research Guide for Students Enrolled in the Master of Science in Administration Program* to the Graduate Studies Office. Two copies are bound for the College; the third copy is sent to University Microfilms for publication. Students must pay a thesis fee at the time they submit the Intent to Submit and Present Thesis form.

Students conducting research that involves human subjects are required to submit their proposal to the Director of the Center for Research for review. If deemed necessary, the proposal is reviewed by a board of faculty representatives to assure compliance with federal guidelines for informed consent.

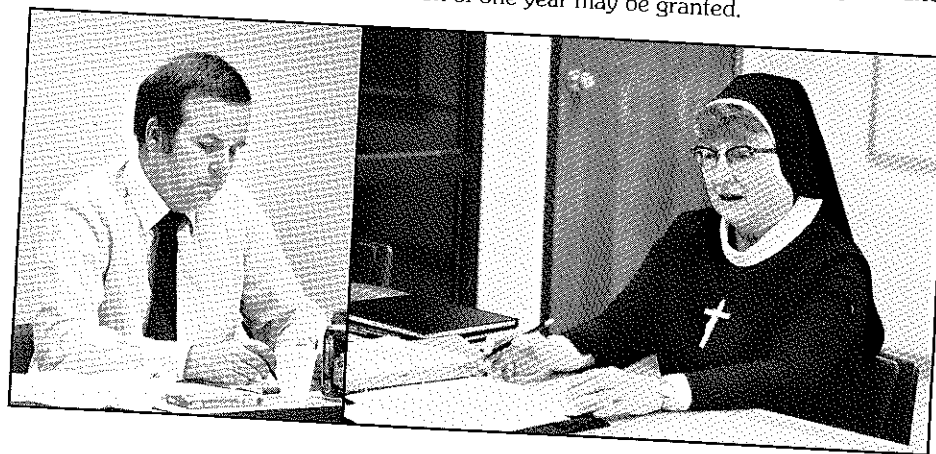
### **Application for Degree**

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. Students must file an intent to graduate regardless of whether or not they will attend the graduate ceremony.

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

### **Statute of Limitations**

Students must complete all degree requirements, including thesis, within six years after admission to the program. An extension of one year may be granted.



### **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 is 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 Graduate Studies.

## **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. Students carrying thesis registration into a second semester need to contact the Graduate Studies Office for verification of their continued enrollment.

### **Parking Regulations**

Students are to use the north and south parking lots, 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 inducted into the Madonna College Alumni Association at the commencement ceremony. Membership entitles students to continued use of College facilities, including the library, and participation in alumni activities, such as travel opportunities and Homecoming Weekend, a reunion with faculty and fellow students held once a year. Information about upcoming alumni activities can be obtained by calling the Alumni office at 591-5126.

### **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.

### **Food Service**

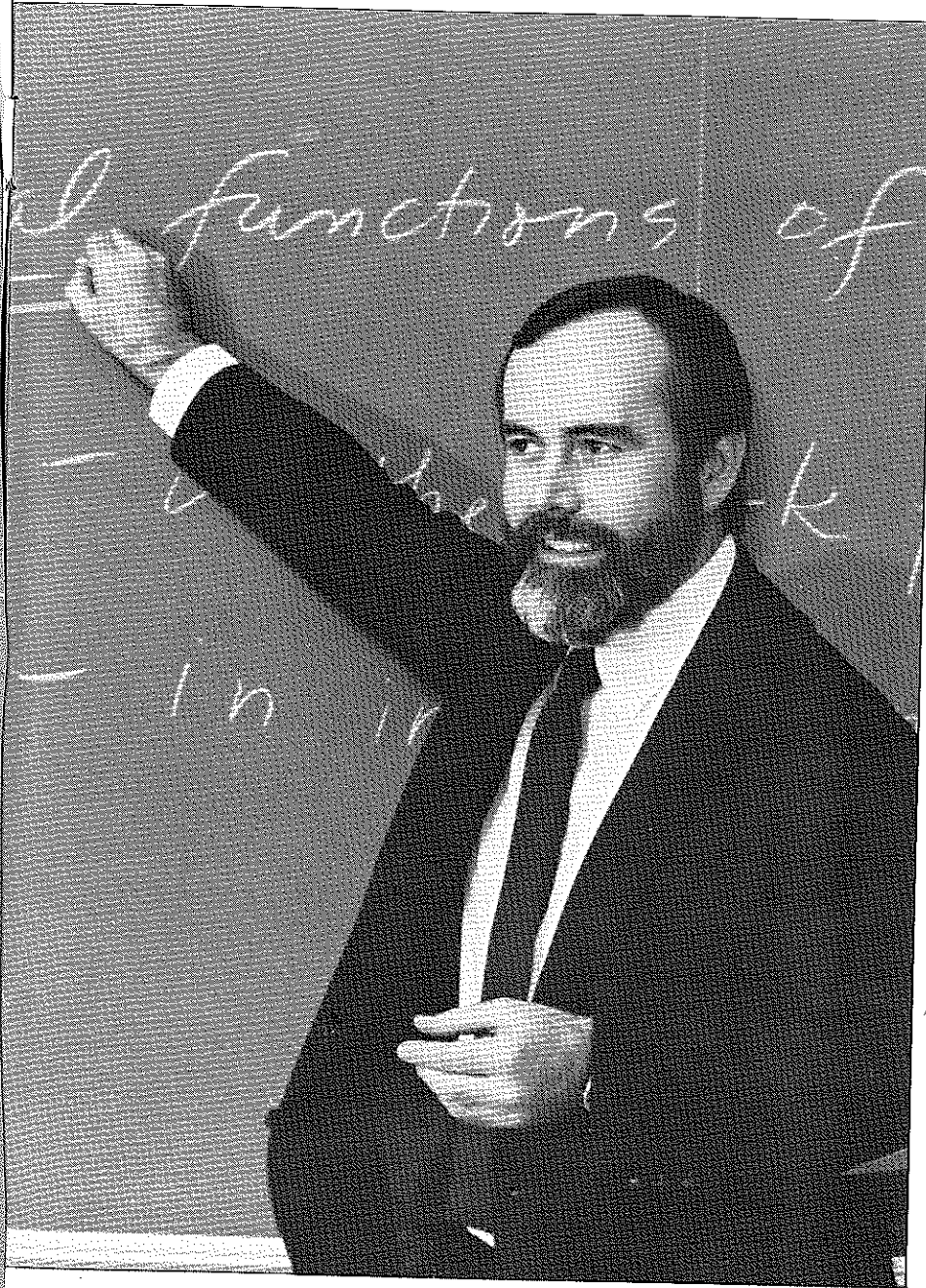
Graduate students are invited to use the food service in the Madonna College Residence Hall for lunch and dinner. Hours are posted in the Academic Building.

### **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



## **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 organizations. The content of the program is designed to provide the student with the following competencies:

- Specialized knowledge, skills, and attitudes 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 responsible decision making.
- A systematic approach to problem-solving for timely decision making.
- An appreciation of the contributions of the liberal studies to current management thought and practice.
- A practical approach to recognizing societal and environmental issues and analyzing their collective impact on human behavior.
- A mastery of the knowlege and skills needed to perform useful research within a professional environment.
- A sense of discipline and motivation 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 studies, such as 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. Some courses require students to use the computer to complete assignments or analyze data. The research emphasis permeates 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. The student's plan of study culminates in the thesis in management, which allows the opportunity to examine a problem thoroughly and to generate new knowledge.

#### **Requirements for Graduation**

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.)**

ADM 525 Managerial Accounting for Decision Making	3 s.h.
ADM 530 Human Resources: Dynamics and Development	3 s.h.
ADM 537 Future Society and Management	2 s.h.
ADM 540 Organizational Theory and Behavior	3 s.h.
ADM 547 Management Thought: Development and Literature	2 s.h.
ADM 555 Ethical Considerations in Administration	2 s.h.

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

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

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

To be selected from the following:

BUS 555 Economic Analysis and Forecasting	3 s.h.
BUS 558 Information Systems for Managers	3 s.h.
BUS 560 Advanced Information Systems for Managers	3 s.h.
BUS 565 Corporate Finance	3 s.h.
BUS 568 Contemporary Readings in Management	3 s.h.
BUS 579 Marketing Strategy	3 s.h.
HUM 505 Communications for the Executive	3 s.h.

## **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 and routines, decisions respecting the individual's autonomy and freedom of choice, and decisions calling for responsible use of self and cultivation of one's environment.

Nursing faculty members believe 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 development of constructs, and the testing of hypotheses to contribute to a scientific body of nursing knowledge.

Nursing faculty members believe that a rigorous program in nursing administration is an appropriate focus for graduate studies when structured on a theory-based clinical practice and supported by interdisciplinary courses in ethics, evolutionary perspectives in administration, financial decision making, organizational behavior and personnel management. The conviction is that nurse-executives must root their administrative practice in those elements and be shown how to create a climate of strength and compassion, inquiry and reflective judgement, autonomy and respect, collegiality and shared governance.

Faculty members believe that professional nurses function as leaders and advocates, but especially those nurses charged with coordinating and facilitating the work of other professional persons. Nurse administrators should be able to identify contemporary political, social, ethical, economic, educational and professional issues that can impact on health/sick care delivery and assume a leadership role in managing those trends. They must also assume collegial and collaborative roles with lay persons and professionals, interested and specialized in health care and education.

Finally, faculty members believe that nurses must view themselves as life-long learners to have the most positive impact on the growth of nursing as a practice discipline.

### **Conceptual Framework**

The master's program in Nursing Administration, building upon its baccalaureate base, uses a developmental model and is guided by a person-centered Christian humanistic philosophy. Whereas the undergraduate model displays dissected spheres to better describe interfacing and implementing themes, the graduate diagram arises from that model's integral whole where nurse-client components are now understood as an interrelated synthesis or totality. It is the administrative nursing process which acts as linking strategy relating the nurse leader with patient groups, the object of his/her functional responsibilities. The master student possessing a generalist base with experiences in family-centered episodic-distributive nursing now specializes and advances his/her knowledge of nursing theory and practice; assumes an administrative role and selects a relevant practice setting. The master student develops his/her expertise in administrative, fiscal and human resource matters; in research and evaluation skills; and in issues management using a futuristic/ethical/humanistic frame of reference.

### **Goals of Program**

The purpose of this program is to prepare the nurse with advanced skills in the practice of nursing with particular emphasis on the executive function. Characteristic of this course of studies is a nursing specialty with competencies in nursing practice, nursing administration and nursing research, supported by an interdisciplinary management core, which broadens the nurse's viewpoint of administrative practice and prepares the executive for interaction with other department executives and personnel outside of nursing.

### **Terminal Competencies**

The program prepares a master degree nurse:

- To practice advanced administrative strategies and use appropriate organizational behavior in a variety of nursing settings.
- To practice advanced skills and apply theory in a clinical specialty related to the administrative role selected.
- To develop theoretical constructs, test nursing theories and design models that would enrich the body of nursing knowledge and its literature.
- To utilize skills in research methods and evaluation strategies including use of relevant statistical processes and computer services.
- To formulate departmental philosophy and goals to design, promulgate and supervise the implementation of departmental policies and procedures.
- To understand fiscal management so as to create and administer budgets that support a cost-effective operation, considering personnel matters, equipment/supplies and space/architectural design.

- To administer personnel matters in areas such as environmental working conditions and inservice education.
- To devise effective communication lines, inclusive of management information systems.
- To utilize a historical and futuristic orientation to management that applies principles of forecasting and facilitates long-range planning.
- To create a working climate that fosters ethical, humanistic values; respects the autonomy of nurse practitioners while requiring responsible accountability; acknowledges persons as being continuous learners, capable of growth and responsible for their own free acts.
- To provide leadership in problem solving while promoting peer consultation, shared governance, and collaboration with other members of the health care team, based either in the institution or in liaison agencies.
- To act as guardian of the published standards of nursing service and practice and promote judicious updating.
- To evaluate the impact of national and nursing issues on health care delivery and vigorously champion the positive trends.
- To establish relations with significant boards, community governmental agencies, and to join professional organizations and serve in a leadership capacity.
- To pursue doctoral studies.

#### **Requirements for Graduation**

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 nursing 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 525 Managerial Accounting for Decision-Making	3 s.h.
ADM 530 Human Resources: Dynamics and Development	3 s.h.
ADM 537 Future Society and Management	2 s.h.
ADM 540 Organizational Theory and Behavior	3 s.h.
ADM 547 Management Thought: Development and Literature	2 s.h.
ADM 555 Ethical Considerations in Administration	2 s.h.

#### **Required Specialty Courses (21 s.h.)**

Nursing Base:	
NUR 500 Theoretical Basis for Nursing Practice	2 s.h.
NUR 510 Advanced Nursing Practice	2 s.h.
Nursing Research:	
NUR 524 Research Methods and Evaluation Strategies	3 s.h.
NUR 554 Biostatistics	3 s.h.
NUR 594 Nursing Administration Research: Thesis	3 s.h.
(May be repeated to insure thesis direction.)	

Nursing Administration Specialty:	
NUR 530 Nursing Administration	3 s.h.
NUR 531 Nursing Administration Practicum	3 s.h.
NUR 575 Administrative Nursing and the Health Care Scene	2 s.h.

Elective Courses:

NUR 542 Planning and Designing Instructional Programs	3 s.h.
HUM 505 Communications for the Executive	3 s.h.

Students are expected to be computer literate either through on-the-job experience, a course in computer applications, or auto-tutorial instruction. Some 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 — 2 s.h.

An interdisciplinary analysis of societal trends that will influence future enterprises: 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 philosophy; war and other international tensions; social disorders, especially economic and political instability. Strategies for identifying and managing trends.

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

Extension of the student's research 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 — 2 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.

**ADM 555 — Ethical Considerations in Administration — 2 s.h.**

Exploration of the ethical dimension of the role of administrator, with an emphasis on the role or 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.

**ADM 580 — Selected Topics in Management — 1 s.h.**

In-depth study of topics, issues, or methodologies of particular relevance to managers in business or health care settings. Course may be organized according to workshop, seminar, or independent research format.

## **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 course in economics or BUS 518 or equivalent.*

**BUS 558 — Information Systems for Managers — 3 s.h.**

A generic approach to information systems providing a comprehensive conceptual foundation through the study of the psychological and sociological aspects of information systems, decision making and the value of information, and the Systems Development Life Cycle. The course will include hands-on experience with evolving office automation technology.

*Prerequisite: computer literacy.*

**BUS 560 — Advanced Information Systems for Managers — 3 s.h.**

The development of a conceptual framework for strategically planning and organizing information systems, including use of the mainframe and/or personal computer to track and evaluate the decision-making process. An in-depth study of where new trends and technologies are heading and which technologies are working for greater corporate profit.

*Prerequisite: BUS 558 or equivalent*

**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 568 — Contemporary Readings in Management — 3 s.h.**

Extensive readings in management and management-related topics.  
*Prerequisite: ADM 547.*

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

## Humanities

**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.

## Nursing

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

The nature of conceptual frameworks and theory, presentation of selected nursing constructs, 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 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 500*

**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 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.

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

Independent investigation of nursing administration problem, using a specific research methodology. Topic must be reviewed 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 thesis.

*Prerequisite: NUR 531, 524, 554.*

## **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 this program.

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

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

Major concepts involved in the occurrence, 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.)*

### **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.)*

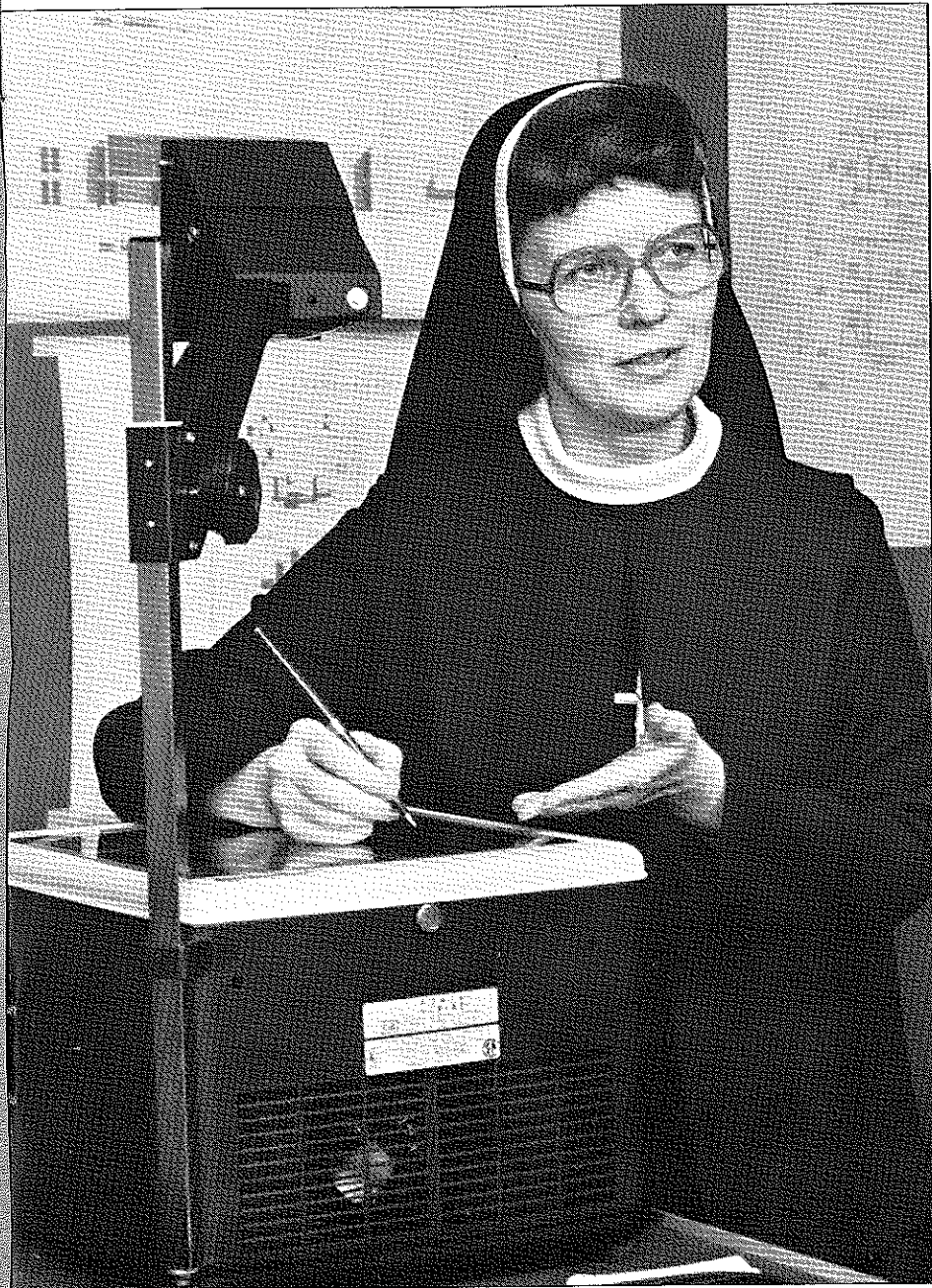
### **BUS 517 — Financial Management — 3 s.h.**

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 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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Allied Automotive World Headquarters

Dr. Richard E. White, (1969-1978, 1980)  
Associate Dean for Administration, College of Education,  
University of Toledo

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Sister Mary Lauriana Grusczyński, Vice President for Development; B.A., Madonna College; M.S., Ph.D., Fordham University.

Sister Rose Marie Kujawa, Academic Dean; B.A., Madonna College; M.Ed., Ph.D., Wayne State University.

Leonard A. Wilhelm, Business Manager; B.B.A., University of Michigan; M.B.A., Eastern Michigan University.

Sister Mary Emeline Bash, Dean for Student Development; B.A., Aquinas College; M.A., The Catholic University of America.

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Sister Mary Danatha Suchyta, Director of Computer Information Systems & Services; B.A., Madonna College; M.S., Fordham University; Ph.D., Walden University.

Sister Mary Lydia Młodzianowski, Director of Library Services; B.A., Madonna College; M.L.S., Spalding College.

Chris Ziegler, Director of Financial Aid; B.A., Michigan State University; M.A., University of Michigan.

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Ernest Nolan, Director of Graduate Studies, B.A., Wayne State University; M.A., Ph.D., University of Notre Dame.

Charlotte Neuhauser, Associate Director of Graduate Studies; B.A., DePauw University; M.Ed., Ph.D., Wayne State University.

Noreen O'Neill, Associate Director of Graduate Studies; B.S.N., Dominican College; M.S.N., St. Louis University; Ph.D., University of Michigan.

## Graduate Faculty

The following roster contains the names of those professors who have the primary responsibility for teaching courses in the Madonna College MSA program. In addition are the names of individuals who support the program by serving on related boards and committees or serving as thesis advisors for administrative studies in other disciplines.

Stuart R. Arends, Associate Professor (Accounting), B.A., Michigan State University; M.Ed., Marygrove College; Ph.D., Walden University.

Edward S. Balian, Associate Professor (Statistics and Research Design), B.S., Lawrence Institute of Technology; M.Ed., Ph.D., Wayne State University.

Albert Beasinger, Assistant Professor (Accounting), CPA, B.S., M.B.A., University of Detroit; M.S.T., Walsh College.

Donald Byrne, Adjunct Associate Professor (Economics), CPA, B.S., M.B.A., University of Detroit; Ph.D., University of Notre Dame.

Peter J. Caulfield, Assistant Professor (Communication Arts), B.S., M.A., Eastern Michigan University; D.A., University of Michigan.

James Copi, Associate Professor (Biology), B.S. Michigan State University; M.S., Ph.D., Wayne State University.

Sister M. Danatha Suchyta, Professor (Biology), B.A., Madonna College; M.S., Fordham University; Ph.D., Walden University.

Diana DelCampo, Associate Professor (Child Development), B.S., Concord College; M.S., Virginia Polytechnic Institute and State University; Ph.D., University of Michigan.

Russell Dore, Adjunct Assistant Professor (Business Administration), B.A., M.A., Michigan State University; Ed.D., University of Washington.

Sister Mary Cecilia Eagen, Professor (Nursing), B.S., College of Mt. St. Joseph; B.S.N., M.S.N., Catholic University of America; Ph.D., University of Michigan.

Dorothy H. Fox, Professor (Nursing), B.A., M.S., West Virginia University; B.S.N., Ph.D., St. Louis University.

Sister Mary Francilene Van de Vyver, Associate Professor (Music), B.A., Madonna College; M.Ed., Ph.D., Wayne State University.

Marianne Seemann Glazek, Associate Professor (Gerontology), B.A., Mercy College of Detroit; M.A., University of Detroit; Ph.D., Wayne State University.

Tony Hain, Adjunct Professor (Business Administration), B.S. Central Michigan University; M.A., University of Detroit; Ph.D., University of Akron; post-doctoral visiting scholar, Harvard University.

Mary Jane Hatt, Professor (Psychology), B.S. Michigan State University; M.Ed., Ph.D., University of Houston.

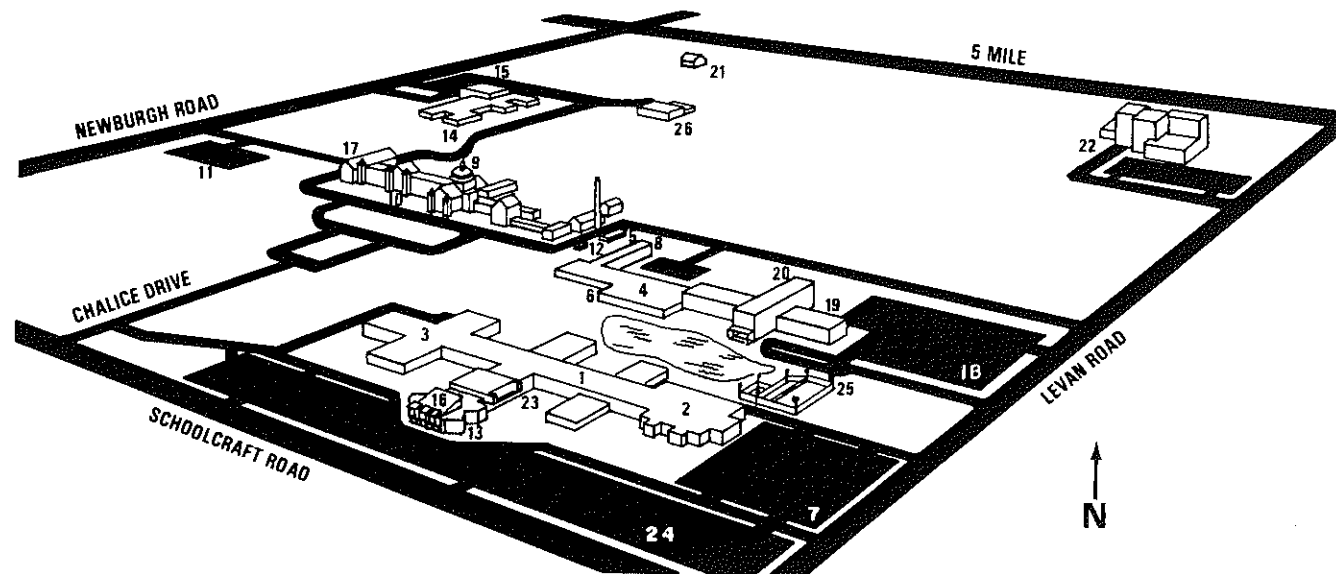
William E. Herman, Assistant Professor (Education and Psychology), B.S., Michigan State University; M.A., Eastern Michigan University; Ph.D. candidate, University of Michigan.

- Randal Hoyer, Professor (History), B.A. Marquette University; M.A., Ph.D., Michigan State University.
- Sister Rose Marie Kujawa, Associate Professor (Mathematics), B.A., Madonna College; M.Ed., Ph.D., Wayne State University.
- Bernard F. Landuyt, Professor (Economics), B.Ed., Western Illinois University; M.A., Ph.D., State University of Iowa; M.A., Columbia University; L.L.D., Honorary, University of Detroit.
- Sister Mary Lauriana Grusczyński, Professor (Education), B.A., Madonna College; M.S., Ph.D., Fordham University.
- Leon Levitt, Professor (Business Administration), B.A., Washington Square College; M.A., New York University; M.A., Ed.D., University of Southern California.
- Edward D. Meyer, Professor (Biology), B.S., Zoology; M.S., Ph.D., University of Arizona.
- Kathleen Murphy-Spinali, Assistant Professor (Nursing), B.S., Northeastern University; M.S.N., Ph.D. candidate, Wayne State University.
- Charlotte Neuhauser, Professor (Business Administration), B.A., DePauw University; M.Ed., Ph.D., Wayne State University; post-doctoral visiting scholar, Harvard University.
- Ernest Nolan, Associate Professor (English), B.A., Wayne State University; M.A., Ph.D., University of Notre Dame.
- Kathleen O'Dowd, Associate Professor (English), B.A., University of Michigan; M.A., Ph.D., Michigan State University.
- Noreen C. O'Neill, Professor (Nursing), B.S.N., Dominican College; M.S.N., St. Louis University; Ph.D., University of Michigan.
- James Reilly, Professor (English), B.A., University of Michigan; M.B.A., Michigan State University; M.A., University of Detroit; Ph.D., University of Wisconsin.
- Charles V. Roman, Associate Professor (Marketing), B.S., B.A., M.B.A., Ph.D., Wayne State University.
- Clarice M. Stafford, Professor (Education), B.S., Northern Michigan College; M.Ed., Ed.D., Wayne State University.
- Dionne Thornberry, Associate Professor (Social Work), B.S., M.Ed., M.S.W., Wayne State University; A.C.S.W. (Michigan).
- Patricia A. Vint, Associate Professor (Nursing), B.A., University of Detroit; M.A.L.S., University of Michigan; M.A.E.L., Eastern Michigan University; Ed.D., University of Sarasota; Permanent Certificate in Library Science, Wayne State University.
- Teresa Wehrwein, Assistant Professor (Nursing), B.S.N., Michigan State University; M.S.N., Wayne State University.
- Sharon Wilkerson, Adjunct Associate Professor (Nursing), B.S., University of Houston; B.S.N., University of Hawaii; M.S.N., University of Pennsylvania; Ph.D., Wayne State University.



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### MADONNA COLLEGE CAMPUS MAP

- |                               |                                      |                                |
|-------------------------------|--------------------------------------|--------------------------------|
| 1. Academic Building          | 10. Felician Sisters Motherhouse     | 19. Psycho-Education Center    |
| 2. Activity Center            | 11. Felician Sisters Parking Lot     | 20. Residence Hall             |
| 3. Administration             | 12. Guest House                      | 21. Saint Clare Nursing Home   |
| 4. Cafeteria & Student Center | 13. Kresge Hall                      | 22. Saint Mary Hospital        |
| 5. Clergy Motel               | 14. Ladywood High School             | 23. Science Lecture Hall       |
| 6. College Chapel             | 15. Ladywood High School Parking Lot | 24. South College Parking Lot  |
| 7. East College Parking Lot   | 16. Library                          | 25. Tennis & Basketball Courts |
| 8. Faculty Residence          | 17. Montessori School                | 26. Ladywood Convent           |
| 9. Felician Sisters Chapel    | 18. North College Parking Lot        |                                |

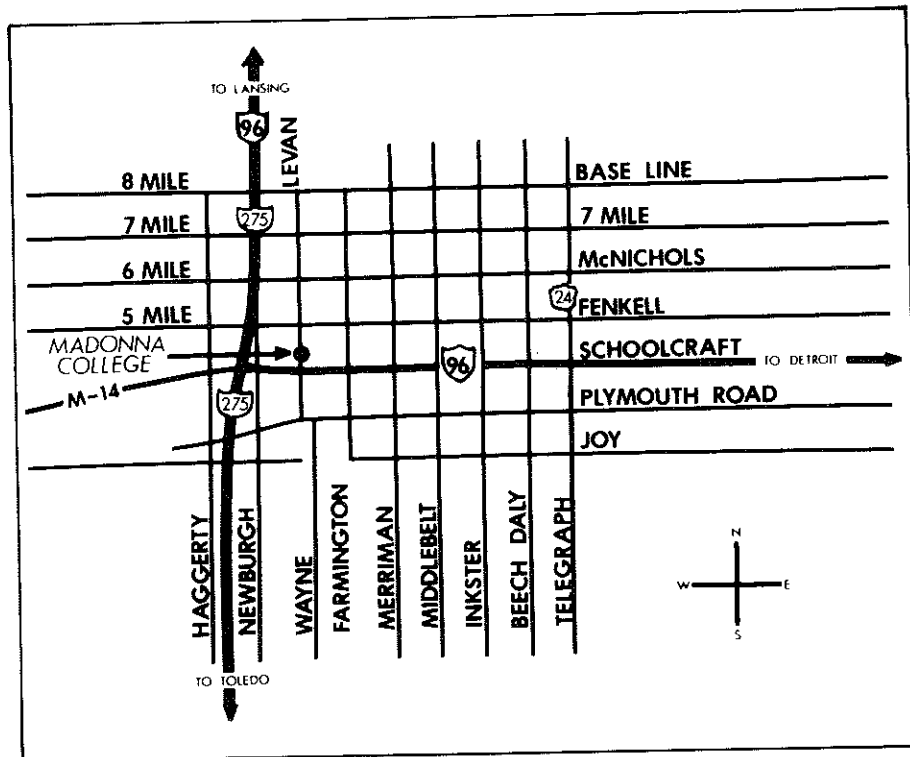
**The FELICIAN SISTERS conduct four colleges:**

Felician College  
Chicago, Illinois 60659

Felician College  
Lodi, New Jersey 07644

Villa Maria College  
Buffalo, New York 14225

Madonna College  
Livonia, Michigan 48150





**MADONNA  
COLLEGE**

36600 SCHOOLCRAFT ROAD  
LIVONIA, MICHIGAN 48150