



# THE CATHOLIC UNIVERSITY OF AMERICA

## Catalog Announcements - 2015-2016

### Metropolitan School of Professional Studies

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#### Administration

Sara Thompson, Ph.D., M.B.A.	<i>Dean &amp; Associate Provost, New Program Initiatives</i>
Scott E. Battle, M.B.A.	<i>Associate Dean &amp; Chair, Professional Studies</i>
Vacant	<i>Assistant Dean</i>
Toni Clements, M.S.C.S.	<i>Director of Administration/IT</i>
Mattie L. Hunter, M.H.R.O.D.	<i>Director of Admissions and Business Development</i>

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#### Adjunct Faculty

Adele Abrams, J.D.	Robert Kline, M.A., M.S.
Emmett Aldrich, M.S.	James Kruggel, Ph.D.
Dennis Austin, M.S.	Michael Krumpak, M.S.
David Banks, Ph.D., M.S.S.W., M.P.H., RN	Michael Kushner, M.B.A., PMP
Daniel Barrie, Ph.D.	Roy Littlefield, Ph.D.
Gilberto Brito, M.P.P.	Charles McCarthy, Ph.D.
Tonya Doby Broughton, M.A.	Frederick Mills, M.P.A., CCP

Rodney Cartwright, M.S.	Shawn Mood, M.B.A., M.A.
Herbert Casey, M.S.	William Morton, M.B.A.
Johanna Cottman, M.S.W.	James O'Brien, M.S.
Adel Daham, M.A.	Deborah Parris, M.S.
James Despres, M.A.	Charlena Patterson, M.S.A.
Timothy Dirks, M.B.A.	E. Warren Perry, M.F.A., M.A.
Lloyd Eby, Ph.D.	Larry Robertson, M.A.
Mark Fitzgerald, M.F.A.	M. Jean Russell, Ph.D.
Eric Fontaine, J.D.	Donald Sepe, M.A.
Ann Gallagher, M.S.	Joseph Smolskis, M.B.A.
Roya Ganjalizadeh, M.B.A.	Karen Stacy, M.A.
Saiid Ganjalizadeh, Ph.D.	Richard Stacy, M.S.
Ali Ghassemzadeh, M.S.	Howard Steed, Ph.D.
Jacqueline Hamp, Ed.D.	Maximilian Teleki, M.A.
Thomas Healy, J.D., M.I.M.	Timothy Tobin, Ed.D.
Joyce Henderson, Ed.D., M.B.A.	David Vargas, M.S.
Myrna Jackson, M.S.W., LCSW-C	Laura Viehmyer, M.S.
Lawrence Kaiser, Ph.L.	Donald Winstead, M.A.
Ellen Kandell, J.D.	Cheryl Wood, Ph.D.
Satwant Kaur, Ph.D.	Jimmy Word, M.D., M.H.A.
D. Kimo Kippen, M.S.	

## History and Mission

CUA's Metropolitan School of Professional Studies (MSPS) was established as University College in 1979 by the Board of Trustees to extend the educational resources and programs of the university to adult students wanting to pursue academic and professional credentials. MSPS has a long history of serving adults with programs that integrate a values-based, liberal arts foundation with majors that are applications-oriented and focused on professional career tracks. The school offers master's degrees, bachelor's degrees, associate's degrees, certificates, and noncredit preparation for professional certification in high-demand career tracks.

MSPS regards its service to nontraditional students as a special part of The Catholic University of America's overall educational mission. The master's degree programs offered by MSPS are designed primarily for working professionals. Courses are offered on weekday evenings and online. They provide a strong academic foundation while emphasizing practical, "real world" applications of skills and knowledge.

MSPS offers the following graduate degrees:

Master of Arts (M.A.) in Human Resource Management, with the following "tracks":

- Federal Human Resource Management
- Human Resource Generalist

Master of Science in Management (M.S.M.), with the following "tracks":

- Federal Acquisition and Contract Management
- Federal Program Management
- Human Resource Management
- Leadership
- Organization Development
- Organizational Communication
- Project Management
- Social Entrepreneurship

## Admission

In order to be considered for admission into one of the graduate degree programs offered by MSPS, applicants must submit the following:

Completed CUA Graduate Application for Admission

(<https://applyonline.cua.edu/login.cfm>);

The non-refundable application fee;

Official transcripts (with institutional seal) from all colleges attended, including one from a regionally-accredited U.S. college or university showing completion of a four-year baccalaureate degree, or the international equivalent;

Three letters of recommendation. Ideally, at least one academic recommendation (from a current or former faculty member) and one professional recommendation (from a former or current supervisor) should be included;

Statement of purpose, approximately 500 words in length, stating the reason for undertaking graduate studies, qualifications, personal and professional goals, and how participation in the program will help attain

these goals;  
Résumé, detailing one's professional experiences (work, awards, memberships); and  
A pre-admission interview (if required).

Additional credentials required of international applicants:

Evidence of English language proficiency, as documented by either:  
an official TOEFL score report, with a minimum score of 237 on the "older" TOEFL, or 92 - 93 on the reformatted TOEFL.  
an official IELTS score report, with a minimum score of 6.5.

Confirmation of financial support. Visit <http://admissions.cua.edu/international/process.html> for more information.

Admission decisions are based on grade point average, undergraduate degree, years and relevance of work experience, recommendations, writing ability, usefulness of program in meeting personal and professional objectives, and other relevant criteria.

## Financial Information and Costs

### Financial Aid

The Catholic University of America offers reduced tuition for students in the Metropolitan School of Professional Studies who are taking courses provided by MSPS. The university also maintains a federal financial aid program for students with a demonstrated need. For information on federal financial aid, please contact the Office of Financial Aid at (202) 319-5307 or visit <http://financialaid.cua.edu>.

### Student Accounts

Students are considered officially enrolled and responsible for any associated financial obligations once they are registered through Cardinal Station (<https://cardinalstation.cua.edu>). Billing statements are issued online through the CardinalPAY e-commerce system; no paper bills are issued. For more information on CardinalPAY, please visit <http://enrollmentservices.cua.edu/Student-Financial-Information/CardinalPAY.cfm>.

Satisfactory payment includes paying the total charges, being current with payments on the tuition payment plan, and/or completing all financial aid forms and waiting for accepted financial aid to be credited. Incomplete financial aid awards are considered to be late payments. Additional charges will be assessed to the student's account for checks returned by the bank for insufficient funds or stop payments. All charges due to the university must be paid in full by the payment due date published each semester. For more information on payment due dates, please visit <http://enrollmentservices.cua.edu/Student-Financial-Information/BillingandDueDates.cfm>. Students who do not honor the financial arrangements agreed upon will not be permitted to register the

following semester unless payment is made or new arrangements are negotiated.

## **Costs**

A general accounting of university tuition, fees, and other expenses may be found at the Office of Enrollment Services' web site:

<http://enrollmentservices.cua.edu/Student-Financial-Information/Costs.cfm>.

## **Degree Programs**

Graduate degree programs offered through MSPS place special emphasis on advanced learning that links theory and professional practice. The programs require successful completion of 36 semester credit hours; a minimum of 30 credits must be taken at The Catholic University of America. Students are allowed a maximum of 7 years from their initial enrollment to meet all degree requirements.

## **Transfer of Credit**

With approval from the dean of MSPS, matriculated students may take courses at other regionally-accredited institutions of higher learning on a limited basis. Students may transfer in no more than a total of 6 credits, which includes all transfer credits pre- and post-matriculation.

Transferability of credit is determined at the discretion of the program based on course equivalence, date of completion (typically, no more than 5 years prior to entry into program), and grade (minimum B/3.0). Students entering MSPS graduate programs as Metropolitan Bachelor's to Master's Scholars may apply a total of 9 credits earned from 1) 500-level courses taken as an undergraduate student and/or 2) pre-approved, graduate-level transfer courses taken at other regionally-accredited institutions, with a maximum of 6 credits of the latter.

Students planning to take courses at another regionally-accredited institution (during any academic semester or summer session) must obtain approval from the dean of MSPS before the end of the semester prior to the semester in which they plan to take the transfer course(s). Approval is granted on a case-by-case basis depending on the student's need for the course(s), degree requirements, etc. Without prior approval, transfer of credit is not guaranteed. Students hoping to take courses at another institution should also contact the Office of Financial Aid at (202) 319-5307 to determine how funding may be impacted.

## **Probation and Dismissal Policies**

Any student who falls below a 3.0 cumulative grade point average (GPA) is on academic probation for the following regular semester (i.e., a student whose cumulative GPA is below 3.0 at the end of the spring semester is on probation through the end of the following fall semester, even if the student takes summer courses to raise his/her cumulative GPA. A student whose cumulative GPA is below 3.0 at the end of the fall semester is on probation through the end of the following spring semester.). A student on academic probation may be required by the academic dean to take a reduced course load during the time of probation. See below (i.e., Requirements for Graduation) for additional policies relevant to probation and dismissal.

## Requirements for Graduation

All students are responsible for knowing academic and university policies. Policies specific to MSPS's graduate programs include the following:

1. to graduate, students must earn an overall grade point average of at least a B (3.0 on a 4.0 scale) on course work applied toward a master's degree, which may include no more than one course completed with a grade of C. Students are permitted to retake, no more than one time each, up to two courses for which they earned less than a B. The grade from the second enrollment in the course will replace the original grade for the purpose of determining academic standing. Any student who earns less than a B- in more than three courses, or whose grade point average falls below a B for two consecutive semesters, is subject to dismissal from the program.
2. students must complete the program's capstone course (MBU 673 or MBU 674) with a grade of B or better.

There are numerous academic policies that apply to students enrolled in MSPS. These policies may be found in various Catholic University and MSPS documents, including these *Announcements* and the university's web-based policies page (<http://policies.cua.edu>). Students are responsible for familiarizing themselves with these policies and will find the information very helpful in understanding academic regulations, responsibilities, and expectations. Students are also encouraged to contact their MSPS academic adviser at (202) 319-5256 for additional information.

## Student Support

### Advising

Once admitted to MSPS, each student is assigned an academic adviser. All students are encouraged to contact their adviser at least once a semester for pre-registration advising for the next semester's classes. However, students may see their adviser at any time during the academic year regarding their academic program and status. Students are responsible for knowing and understanding the requirements of their specific degree programs and for keeping track of their progress in working toward their degrees.

### Student Services

MSPS strives to deliver an unparalleled level of service to adult students. In addition to the opportunities for involvement and support provided by the university, MSPS delivers a wide range of services to include personal, professional, and academic development seminars; a new student orientation, which is also accessible in an online format; student organizations; an online student services center; a weekly e-newsletter disseminated to the entire MSPS student community; and a host of other student development programs. Students wishing to learn more about student services are welcome to visit the online Student Development Resource Center: <http://metro.cua.edu/studentsservices>.

## Degree Program Curricula

### Master of Arts in Human Resource Management

The Master of Arts (M.A.) degree in Human Resource Management is offered both in an online format and as a part-time, evening program to enable HR professionals to pursue their academic goals while balancing personal and professional demands. The emphasis of the program is on developing an academic foundation that provides current and aspiring HR professionals with the skills and knowledge both to perform their jobs more effectively and to understand better the organizational context within which they operate.

While the program incorporates theoretical concepts, the focus is squarely on providing a practical, applications-oriented education. Course work incorporates a range of pedagogical styles - including traditional lectures, team work and group projects, field research, experiential activities, and the like - to provide a rich, diverse educational experience. The program offers two "tracks": federal human resource management and human resource generalist.

### **Federal Human Resource Management Track**

<b>Course No.</b>	<b>Course Title</b>	<b>Credits</b>
MBU 510	Organizational Theory and Behavior	3
MBU 514	Leadership Foundations	3
MBU 543	Labor-Management Relations	3
MBU 566	Human Resource Training and Development	3
MBU 627	Human Resource Information Systems and Communications	3
MBU 630	Management of Human Resources in the Federal Government	3
MBU 632	Compensation and Benefits in the Federal Sector	3
MBU 633	Legal Environment of Human Resources in the Federal Sector	3
MBU 635	Performance Management in the Federal Sector	3
MBU 637	Strategies and Practices in Federal Staffing	3
MBU 638	Strategic Human Capital Management in the Federal Sector	3
MBU 673	Master's Capstone: Research, Synthesis, Applications	3





organizations -- commercial, governmental, educational, community, and nonprofit. The program combines a strong academic foundation with practical knowledge and skills in management to help students enhance their ability to manage organizational resources more effectively. The degree is of potential relevance to anyone who maintains, or is assuming, managerial responsibilities. Eight tracks are available within the M.S.M. program: Federal Acquisition and Contract Management, Federal Program Management, Human Resource Management, Leadership, Organization Development, Organizational Communication, Project Management, and Social Entrepreneurship.

### **Federal Acquisition and Contract Management Track**

<b>Course No.</b>	<b>Course Title</b>	<b>Credits</b>
<b>Core Courses</b>		
MBU 501	Communicating Effectively as a Manager	3
MBU 505	Project Management	3
MBU 514	Leadership Foundations	3
MBU 516	Managing People and Performance	3
MBU 533	Human Resource Management and Strategy	3
MBU 619	Strategic Planning and Implementation	3
MBU 652	Managerial Decision-Making: Finance and Budgeting	3
<b>Track Courses</b>		
MBU 570	Federal Contract Management and Administration	3
MBU 573	Legal Aspects of Government Contracting	3
MBU 576	Contract Pricing, Negotiations, and Source Selection	3
MBU 578	Performance of Government Contracts	3
<b>Capstone/Synthesis Course</b>		

MBU 674	Master's Capstone (M.S.M.)	3
<b>Total</b>	<b>12 courses</b>	<b>36</b>

### Federal Program Management Track

<b>Course No.</b>	<b>Course Title</b>	<b>Credits</b>
<b>Core Courses</b>		
MBU 501	Communicating Effectively as a Manager	3
MBU 505	Project Management	3
MBU 514	Leadership Foundations	3
MBU 516	Managing People and Performance	3
MBU 619	Strategic Planning and Implementation	3
MBU 630	Management of Human Resources in the Federal Government (in lieu of MBU 533 Human Resource Management and Strategy)	3
MBU 652	Managerial Decision-Making: Finance and Budgeting	3
<b>Track Courses</b>		
MBU 570	Federal Contract Management & Administration	3
MBU 577	Program Management in the Federal Government	3
MSO 575	Public Administration	3
MSO 576	Public Policy Analysis & Implementation	3
<b>Capstone/Synthesis Course</b>		
MBU 674	Master's Capstone (M.S.M.)	3



**Total**      **12 courses**      **36**

### Leadership Track

Course No.	Course Title	Credits
<b>Core Courses</b>		
MBU 501	Communicating Effectively as a Manager	3
MBU 505	Project Management	3
MBU 514	Leadership Foundations	3
MBU 516	Managing People and Performance	3
MBU 533	Human Resource Management and Strategy	3
MBU 619	Strategic Planning and Implementation	3
MBU 652	Managerial Decision-Making: Finance and Budgeting	3
<b>Track Courses</b>		
MBU 664	Developing Leadership Competencies	3
varies	Two courses selected from:	6
	MBU 647 Advanced Managerial Communication MBU 667 Leading Organizational Change MBU 668 Organization Development MSO 586 Corporate Social Responsibility Others, with advisor approval	
varies	One Management-related track elective	3
<b>Capstone/Synthesis Course</b>		
MBU 674	Master's Capstone (M.S.M.)	3

<b>Total</b>	<b>12 courses</b>	<b>36</b>
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### Organization Development Track

<b>Course No.</b>	<b>Course Title</b>	<b>Credits</b>
<b>Core Courses</b>		
MBU 501	Communicating Effectively as a Manager	3
MBU 505	Project Management	3
MBU 514	Leadership Foundations	3
MBU 516	Managing People and Performance	3
MBU 533	Human Resource Management and Strategy	3
MBU 619	Strategic Planning and Implementation	3
MBU 652	Managerial Decision-Making: Finance and Budgeting	3
<b>Track Courses</b>		
MBU 510	Organizational Theory and Behavior	3
MBU 566	Human Resource Training and Development	3
MBU 667	Leading Organizational Change	3
MBU 668	Organization Development	3
<b>Capstone/Synthesis Course</b>		
MBU 674	Master's Capstone (M.S.M.)	3
<b>Total</b>	<b>12 courses</b>	<b>36</b>

**Organizational Communication Track**

<b>Course No.</b>	<b>Course Title</b>	<b>Credits</b>
<b>Core Courses</b>		
MBU 501	Communicating Effectively as a Manager	3
MBU 505	Project Management	3
MBU 514	Leadership Foundations	3
MBU 516	Managing People and Performance	3
MBU 533	Human Resource Management and Strategy	3
MBU 619	Strategic Planning and Implementation	3
MBU 652	Managerial Decision-Making: Finance and Budgeting	3
<b>Track Courses</b>		
MBU 540	Integrated Communication: Marketing & Public Relations	3
MBU 566	Human Resource Training and Development	3
MBU 647	Advanced Managerial Communication	3
varies	One additional course selected from:	3
	MBU 510 Organizational Theory and Behavior	
	MBU 512 Conflict Resolution	
	MBU 667 Leading Organizational Change	
	MBU 668 Organization Development	
	Others, with advisor approval	
<b>Capstone/Synthesis Course</b>		
MBU 674	Master's Capstone (M.S.M.)	3
<b>Total</b>	<b>12 courses</b>	<b>36</b>

**Project Management Track**

<b>Course No.</b>	<b>Course Title</b>	<b>Credits</b>
<b>Core Courses</b>		
MBU 501	Communicating Effectively as a Manager	3
MBU 505	Project Management	3
MBU 514	Leadership Foundations	3
MBU 516	Managing People and Performance	3
MBU 533	Human Resource Management and Strategy	3
MBU 619	Strategic Planning and Implementation	3
MBU 652	Managerial Decision-Making: Finance and Budgeting	3
<b>Track Courses</b>		
MBU 507	Project Scheduling & Cost Control	3
MBU 508	Risk Management	3
MBU XXX	Advanced Topics in Project Management	3
varies	One additional course selected from:	3
	MBU 512 Conflict Resolution	
	MBU 570 Federal Contract Management & Administration	
	MBU 664 Developing Leadership Competencies	
	Others, with advisor approval	
<b>Capstone/Synthesis Course</b>		
MBU 674	Master's Capstone (M.S.M.)	3





## Courses Offered

A full listing of graduate courses offered by the department is found below. Consult [Cardinal Station](#) for additional information about courses and to determine course offerings by semester.

### Course Catalog for Metropolitan College and Metropolitan Schl of Prof Stud

#### MBU

- 629 Strategic Planning for Human Resource Managers
- 640 Public Relations: Managing External Relations
- 661 Ethical Leadership
- 663 Leadership and Organizations
- 501 Communicating Effectively as a Manager
- 505 Project Management
- 505A Project Management
- 507 Project Scheduling and Cost Control
- 508 Risk Management
- 510 Organizational Theory and Behavior
- 512 Conflict Resolution
- 512A Conflict Resolution
- 514 Leadership Foundations
- 516 Managing People and Performance
- 516A Managing People and Performance
- 523 Legal Environment in Human Resource Management

- 523A Legal Environment in  
Human Resource  
Management
- 533 Human Resource  
Management and  
Strategy
- 533A Human Resource  
Management and  
Strategy
- 540 Integrated  
Communications:  
Marketing & Public  
Relations
- 543 Labor-Management  
Relations
- 543A Labor-Management  
Relations
- 550 Sport Management
- 564 Compensation and  
Benefits
- 564A Compensation and  
Benefits
- 566 Human Resource  
Training and  
Development
- 566A Human Resource  
Training and  
Development
- 570 Federal Contract  
Management and  
Administration
- 570A Federal Contract  
Management and  
Administration
- 573 Legal Aspects of  
Government  
Contracting
- 573A Legal Aspects of  
Government  
Contracting
- 576 Contract Pricing,  
Negotiations, and  
Source Selection
- 576A Contract Pricing,  
Negotiations, and

## Source Selection

- 577 Program Management  
in the Federal  
Government
- 578 Performance of  
Government  
Contracts
- 578A Performance of  
Government  
Contracts
- 594 Independent Study
- 594A Independent Study
- 595 Internship -  
Graduate/Professional
- 619 Strategic Planning  
and Implementation
- 619A Strategic Planning  
and Implementation
- 627 Human Resource  
Information Systems  
and Communications
- 627A Human Resource  
Information Systems  
and Communications
- 630 Management of  
Human Resources in  
the Federal  
Government
- 630A Management of  
Human Resources in  
the Federal  
Government
- 632 Compensation and  
Benefits in the  
Federal Sector
- 632A Compensation and  
Benefits in the  
Federal Sector
- 633 Legal Environment of  
Human Resources in  
the Federal Sector
- 633A Legal Environment of  
Human Resources in  
the Federal Sector

- 635 Performance Management in the Federal Sector
- 635A Performance Management in the Federal Sector
- 637 Strategies and Practices in Federal Staffing
- 637A Strategies and Practices in Federal Staffing
- 638 Strategic Human Capital Management in the Federal Sector
- 638A Strategic Human Capital Management in the Federal Sector
- 641 Integrated Organizational Communication
- 647 Advanced Managerial Communication
- 647A Advanced Managerial Communication
- 652 Managerial Decision Making: Finance & Budgeting
- 652A Managerial Decision Making: Finance & Budgeting
- 653 Human Resource Budgeting and Metrics
- 653A Human Resource Budgeting and Metrics
- 664 Developing Leadership Competencies
- 664A Developing Leadership Competencies
- 667 Leading Organizational Change
- 667A Leading

Organizational  
Change

- 668 Organization  
Development
- 668A Organization  
Development
- 673 Master's Capstone:  
Research, Synthesis,  
and Applications
- 673A Master's Capstone:  
Research, Synthesis,  
and Applications
- 674 Master's Capstone  
(MSM): Research,  
Syntheses,  
Applications
- 674A Master's Capstone  
(MSM): Research,  
Syntheses,  
Applications

**MSO**

- 575 Public Administration
- 576 Public Policy Analysis  
and Implementation
- 584 Principles and  
Practices of Social  
Entrepreneurship
- This course provides an introduction to principles and practices in social entrepreneurship. Students gain an overview of the perspectives and strategies of visionaries who are creating new ways to address intractable social problems. Students identify and assess social needs and how they are addressed by entrepreneurs, philanthropists and government.
- 585 Public Private  
Partnerships
- This course provides an introduction to the role public agencies and private corporations play in partnership to solve social problems in a variety of sectors. Discusses the framework used to identify, establish and sustain partnerships, and reviews US and international case studies of public-private partnerships.
- 586 Corporate Social  
Responsibility
- Through thought leadership and effective management, socially

responsible corporations can expect to attract investors, customers, recruit and retain highly talented employees, and improve their bottom line. This course explores how corporations design, manage and measure social strategies to generate social and business value. Students learn the frameworks, methodologies and tools used by leading corporations to create socially responsible businesses.

587 Social Enterprise Development

This course focuses on innovative approaches to creating social value through the development of social businesses. Students learn about the strategic tools that social entrepreneurs use, factors pivotal to success, and the challenges that social enterprises face from inception to maturity. Students prepare a blueprint to address a social problem of their choice.

Last reviewed: August 27, 2015



The Catholic University of America \* 620 Michigan Ave., N.E. \* Washington, DC 20064