

Worldwide 2007-2008 Catalog

The following additions or changes apply to the 2007-2008 Worldwide volume of the Embry-Riddle Aeronautical University Catalog with the effective date of July 1, 2007 through June 30, 2008.

New Course: MGMT 202: (Effective 11/1/07)

MGMT 202

Aeronautical Science for Management

3 Credits

An introductory course in Aeronautical Sciences to provide students an orientation in aviation topics appropriate to management degree programs. Subjects include: the aviation profession; the science of flight; safety, security and human factors; aviation resources; the aviation environment; and meteorology.

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Revised Course Title & Description: MGMT 412: (Effective 11/1/07)

MGMT 412

Airport Planning and Design

3 Credits

The principles of airport planning and design are studied. This course covers essential elements of current U.S. and international airport planning and design trends, including airport master planning and layout plans, geometric design and layout of the airfield and terminal facilities, obstruction analysis, signage and lighting, forecasting, airside and landside interface, and capacity and delay effects. The course also focuses on environmental planning, such as hazardous wildlife attractants, airport noise, and compatible land use.

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Deleted Courses: MATH 005, 006, 120, and 220: (Effective 11/1/07)

The following courses have been deleted from the 2007-2008 catalog curriculums:

MATH 005

Quantitative Skills (3,0)

3 Credits

Fundamentals and theory of algebra, including exponents, radicals, factoring, linear equations, rational expressions, quadratic equations, polynomial arithmetic, and solutions to applied problems. (Credit not applicable to any degree.) Required of all students who are placed in this course.

MATH 006

Intermediate Algebra (3,0)

3 Credits

This intermediate-level algebra course includes fundamental concepts of algebra; linear equations and inequalities; polynomials; rational expressions; exponents and radicals; quadratic equations; functions and graphing; systems of linear equations and inequalities. Prerequisite: MATH 005 or placement. (Credit not applicable to any degree.)

MATH 120

Quantitative Methods I (3,0)

3 Credits

This is an algebra methods course with applications to business and economics. Students will learn about operations, relations, functions, modeling, problem solving, and systems of linear equations and inequalities. Prerequisite: ERAU assessment test, or MATH 106.

MATH 220**Quantitative Methods II (3,0)***3 Credits*

Students are introduced to the methods and concepts of calculus with applications to business and economics, marginal functions, graphing, extreme values, and area problems. A brief introduction to descriptive statistics is also provided. Prerequisite: MATH 111 or MATH 120.

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New Course: MGMT 371: (Effective 8/1/07)

MGMT 371**Leadership***3 Credits*

The focus of this course is about leadership in organizations. In the increasingly competitive global economy, leaders must develop the necessary skills to lead organizational development, change, and create a motivating workplace. This course focuses on analyzing the leadership skills that enhance organizational success. Topics discussed are the approaches and models of leadership, organization change, and organization development.

Prerequisite: MGMT 201

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New Course: MGMT 536: (Effective 8/1/07)

MGMT 536**Purchasing for Logistics and Supply Chain Managers***3 Credits*

This course addresses the critical role of purchasing in supply chain management. The course begins with a review of the basic components of purchasing followed by a discussion of the role of purchasing in the supply chain and how it contributes to the strategy and profitability of the enterprise. The course also addresses the legal aspects of purchasing and the relationship between purchasing and inventory management, materials management, just-in-time manufacturing, and manufacturing resource planning. Global sourcing and the role of supply chain partnerships are also addressed, along with how to evaluate, bargain, and negotiate with suppliers. Other topics include the relationship between purchasing and quality assurance; different pricing methods; the use of different pricing strategies for different transportation modes; and the role of purchasing in evaluating capital investments as well as professional services.

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New Course: GNED 103: (Effective 7/1/07)

GNED 103**Developmental Mathematics***1 Credit*

The purpose of this course is to enable the student who did not take algebra in high school or who took it several years ago to succeed in an intermediate algebra course or in courses that require a very basic knowledge of the fundamentals of algebra. Topics included in the course are properties of the rational numbers to include review of

operations with fractions, simple linear equations and inequalities in one variable, ratio, proportion, percent, basic operations with simple polynomials and applications to problem solving integrated throughout the course.

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New Course: MGMT 634: (Effective 7/1/07)

MGMT 634
Analytical Decision Making for Logistics and Supply Chain Managers
3 Credits

The focus of this course is on applying the principles of management science and quantitative analysis to logistics and supply chain decision-making. The course begins with an introduction to quantitative analysis and then addresses the use of analytical tools and decision-making processes to solve logistics and supply chain problems. Specific applications include the use of linear and non-linear programming, integer programming, goal programming, simulation modeling, Markov analysis, and algebra to solve problems in forecasting, waiting lines, inventory modeling, transportation modeling, network modeling, and statistical quality control. PERT and CPM are also addressed to prepare students for planning and managing complex logistics activities.

Prerequisites: Successful completion of college level algebra and statistics.

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New Course: MGMT 636: (Effective 7/1/07)

MGMT 636
Transportation Management
3 Credits

Transportation plays a key role in today's global economy. The focus of this course is on understanding the technical, operational, and economic characteristics of the different freight and package transportation modes and their application in integrated physical distribution systems. The course addresses regional, national, and international passenger transportation and explores the impact of the different transportation modes, transportation intermediaries, and intermodality on small package, freight, and passenger systems. The course also addresses national and international regulatory constraints and their impact on passenger transportation and global supply chain management. Additional topics include carrier and shipper strategies; alliance management and the use of third parties; transportation metrics; transportation security; and the role of information technology in modern transportation management.

Deleted Courses: Ref. Page 91 (Effective 7/1/07)

The following courses have been deleted from the catalog and are not available during the 2007-2008 catalog year. These are now MBAA courses.

MGMT 514
Strategic Marketing Management in Aviation

3 Credits

The traditional role of marketing management is enlarged to include the development, implementation, and control of marketing strategies in the dynamic aviation/aerospace organization. Emphasis is on the application of the strategic marketing process in the turbulent global aviation business environment. Strategic marketing decisions, analysis, and issues are integrated with the goal of achieving customer satisfaction to gain a sustainable competitive advantage in the aviation industry.

MGMT 517
Accounting for Decision Making

3 Credits

This course demonstrates management's use of accounting information to make decisions related to planning, controlling, and evaluating the organization's operations. Using electronic spreadsheets, the budgeting function and use of performance reports is demonstrated. The behavior and management of costs, as well as techniques used to evaluate and control results of operations, are discussed. Topics include cost-volume-profit analysis, activity-based costing in production and service companies, decentralized operations, and differential analysis techniques. Through the use of case studies, current readings, and course projects, emphasis is placed on aviation and aviation-related industries.

MGMT 518
Managerial Finance

3 Credits

This course focuses on the theoretical and practical approaches to effective financial management. Planning, analyzing, and controlling investment and short and long term financing are examined for decision making purposes. Emphasis is placed on the application of these methods in the aviation and aviation-related industries. Topics include capital budgeting, risk and diversification, asset liability management, airport financing, aircraft financing, financial derivatives and financial engineering, swaps, options, and financial future, and international finance.

MGMT 520
Organizational Behavior, Theory, and Applications in Aviation

3 Credits

This course focuses on current organizational issues that have a direct impact on management in the aviation industry. The emphasis is on human development and the development of effective work elements, as well as the personnel concerns that must be resolved for successful leadership. Topics provide insights into behavior, structure, authority, motivation, leadership, organizational development, and social responsibility.

MGMT 522
Business Research Methods

3 Credits

Students are introduced to the art and science of solving aviation business research problems and becoming better users of research. Topics include research design, the scientific method and other research methodologies, problem formulation, operational definition, measurement and its impact on error and design, classification and modeling. The application of statistics, sampling surveys, decision analysis, management science techniques, and the use of statistical/operations research computer software are studied. An introduction of a style manual for the preparation of a research proposal is covered. Weekly

lab sessions are required. Prerequisites: Satisfactory completion of Business Foundation courses and/or permission of Graduate Program Chair.

MGMT 523**Advanced Aviation Economics**

3 Credits

This course explores economic applications to the aviation and aerospace industry. Students will examine the evolution of market forces in the industry, with particular emphasis on airlines, airports, and manufacturing. Concepts of yield management, air passenger demand forecasting, price and cost study, airport economics, air and land space optimization strategies, government's role in aviation, international implications of competition and government regulation, economic analysis of safety, and other relevant industry issues are examined. Emphasis is placed on an increasingly international air transportation environment.

MGMT 607**Human Resource Development**

3 Credits

This course emphasizes the integration of the individual into the organization by studying the current and fundamental issues in organization theory and organizational behavior as they relate to the individual. The effectiveness of the individual in the organization is examined in terms of personal traits such as communicative abilities, leadership style and potential, and beliefs about organizational ethics and social responsibility.

MGMT 635**Business Policy and Decision Making**

3 Credits

This is a capstone course in the MBAA/MSM program that expands on the skills, knowledge, and abilities the students have achieved in their core courses. Students examine applications of long-term planning and management tools in aviation-related industries, and will be able to formulate the strategic vision and policies to achieve such a perspective. Concepts of strategic management, total quality management, continuous quality improvement, reengineering, customer-driven management, and other evolving management methodologies are explored. Applications of the concepts are applied to the domestic and international activities of airlines, airports, manufacturing, and government to sustain a long-term competitive advantage.

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Revised Course – MBAA 690 (Graduate Business Capstone Project) - (effective 2/1/08)

MBAA 690**Graduate Business Capstone Project**

3 Credits

A written document on an aviation/aerospace or business management topic which exposes the student to the technical aspects of writing to including problem definition, analysis, and solution process utilizing statistical methods of evaluation. This course is included in the MBAA curriculum to provide the student with the opportunity to pursue a project of special interest, but not to the level of a thesis.

Prerequisite: MBAA 522.

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New Course: MGMT 524 (Effective 2/1/08)

MGMT 524 Management Science is a new course developed as part of the revised Master of Science in Management (MSM) degree program.

MGMT 524
Management Science

3 Credits

In this course, students explore quantitative analysis techniques for program management. Techniques include decision theory, queuing theory, forecasting models, inventory theory, linear and integer programming, transportation and assignment models, and network models. The integration of graduate level skills in quantitative management methods is achieved through the development of solutions applied to a series of interconnected management science problems. Computer techniques are used to solve problems and to communicate the results in a clear and understandable fashion. Emphasis is placed on understanding analytical methodologies, interpreting quantitative results, and communicating conclusions.

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Deleted Courses: MGMT 340, 413, 423, 433, 443 (Effective 2/1/08)

The following courses have been deleted from the 2007-2008 catalog curriculums:

MGMT 340
Principles of Aerospace Business Valuation

3 Credits

This course develops the elements of valuation as they pertain to the determination of the market values of businesses and physical assets used in commerce, including case studies. Introduced is the specialized area of aviation/aerospace valuation applications.

MGMT 413
Aviation Machinery and Equipment Valuation

3 Credits

Theories of machinery and equipment valuation in industry • and how they apply to machinery and equipment used in the aviation/aerospace industry will be addressed in this course.

MGMT 423
Aviation Machinery and Equipment Methodology

3 Credits

This course develops the theoretical methodologies used in the assessment of the values of business and equipment and provides actual valuation experiences.

MGMT 433
Advanced Topics in Machinery and Equipment Valuation

3 Credits

This course develops applications • of valuation theory in complex integration of machinery and equipment used in manufacturing, production, and operations applications involving various businesses. Development of appraisal reporting and analysis • of valuation principles used to conform to requirements of National Uniform Standards of Professional Practice is also addressed. Prerequisites: Successful completion of MGMT 423.

MGMT 443**Applications in Income Property Valuation***3 Credits*

In this course, students analyze financial statements, ratio analysis, fair market value, and classification of property used in industrial operations, specifically in the aviation/aerospace industry. Prerequisite: Successful • completion of MGMT 433.

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New Courses: BSAB Series - Business Administration (Effective 2/1/08)

The following courses have been added as part of the new Associate/Bachelor of Science in Business Administration degree program..

BSAB 201**Principles of Management***3 Credits*

A comprehensive overview of relevant management principles and practices as applied in contemporary organizations, this course focuses on management theories, philosophies, and functions.

BSAB 202**Aeronautical Science for Management***3 Credits*

An introductory course in Aeronautical Sciences to provide students an orientation in aviation topics appropriate to management degree programs. Subjects include: the aviation profession; the science of flight; safety, security and human factors; aviation resources; the aviation environment; and meteorology.

BSAB 210**Financial Accounting***3 Credits*

This course introduces the student to accounting information systems and financial reports. Included are accounting concepts and analysis and interpretation of financial reports, with an emphasis on the operating activities of aviation-related businesses.

BSAB 221**Advanced Computer Based Systems***3 Credits*

This course is a continuation of MGMT 120. It covers advanced concepts of spreadsheet use, database management systems, and presentation graphics. Students perform macro and command language programming in applications packages. In addition, the course provides experience in locating and retrieving graphical and text-based information from the Internet to support management activities.

BSAB 311**Marketing***3 Credits*

This course centers on marketing theory, marketing management, sales management, and market research. In addition, public and customer relations, advertising, and distribution will be explored.

BSAB 312
Managerial Accounting*3 Credits*

The course emphasizes management's use of cost information in internal decision making. Decision-making processes include cost analysis, control, allocation, and planning. A variety of accounting techniques applicable to aviation/aerospace companies are presented.

BSAB 314
Human Resource Management*3 Credits*

The focus of this course is on the functions to be accomplished in effectively managing human resources. An in-depth study of the interrelationship of managers, organizational staff, and/or specialists, will assist the student in understanding and applying management theories to real-world human resource planning. Areas of concentration include human resource planning; recruitment and selection; training and development; compensation and benefits; safety and health; and employee and labor relations.

BSAB 317
Organizational Behavior*3 Credits*

This course provides an overview and analysis of various behavioral concepts affecting human behavior in business organizations, with emphasis on research, theory, and practice.

BSAB 320
Business Information Systems*3 Credits*

A management approach to understanding business information systems is introduced in this course. The general characteristics, potential, and limitations of business systems are covered. Major emphasis is on understanding the inputs, processing, and outputs of a variety of business systems; the ways in which business systems are interrelated; and the inherent management problems involved in the implementation and control of such systems.

BSAB 325
Social Responsibility and Ethics in Management*3 Credits*

The course provides a comprehensive inquiry into the major components of social responsibility and a study of moral and ethical issues that relate to problems in business. Focus will be on the economic, legal, political, ethical, and societal issues involving the interaction of business, government, and society.

BSAB 332
Corporate Finance I*3 Credits*

Students will learn about the finance function as used by management, including financial analysis and control; financial planning; short, intermediate, and long-term financing; and the theory of cost of capital and leverage in planning financial strategies. Aviation-related businesses are emphasized.

BSAB 335
International Business*3 Credits*

This course presents an analysis of economic development and international trade in modern times, with an examination of current U.S. relations with other nations. Attention will be focused on the impact of foreign trade on the aviation industry and the industry's contribution to economic development.

BSAB 371
Leadership*3 Credits*

The focus of this course is about leadership in organizations. In the increasingly competitive global economy, leaders must develop the necessary skills to lead organizational development, change, and create a motivating workplace. This course focuses on analyzing the leadership skills that enhance organizational success. Topics discussed are the approaches and models of leadership, organization change, and organization development.

Prerequisite: MGMT 201

BSAB 390
Business Law*3 Credits*

A survey of the legal aspects of business transactions is provided. Areas covered include contracts, agency, bailment, negotiable instruments, partnerships, corporations, consumer credit, and the government's influence on business law.

BSAB 420
Management of Production and Operations*3 Credits*

An intensive study of management of production and operations in all organizations, both service-oriented and product-oriented, will be conducted. Scheduling, inventory control procurement, quality control, and safety are investigated. Particular attention is given to applications of aviation-oriented activities.

BSAB 436
Strategic Management*3 Credits*

Strategic management principles involving strategy, formulation, implementation, evaluation, and organization analysis are studied in this business capstone course. Case analysis and the use of strategic management principles are used to examine and solve organization problems. Total Quality Management concepts are studied for improvement of organizational effectiveness.

New Courses: LGMT Series – Logistics and Supply Chain Management (Effective 2/1/08)

LGMT 536**Purchasing for Logistics and Supply Chain Managers**

3 Credits

This course addresses the critical role of purchasing in supply chain management. The course begins with a review of the basic components of purchasing followed by a discussion of the role of purchasing in the supply chain and how it contributes to the strategy and profitability of the enterprise. The course also addresses the legal aspects of purchasing and the relationship between purchasing and inventory management, materials management, just-in-time manufacturing, and manufacturing resource planning. Global sourcing and the role of supply chain partnerships are also addressed, along with how to evaluate, bargain, and negotiate with suppliers. Other topics include the relationship between purchasing and quality assurance; different pricing methods; the use of different pricing strategies for different transportation modes; and the role of purchasing in evaluating capital investments as well as professional services.

LGMT 634**Analytical Decision Making for Logistics and Supply Chain Managers**

3 Credits

The focus of this course is on applying the principles of management science and quantitative analysis to logistics and supply chain decision-making. This course begins with an introduction to quantitative analysis and then addresses the use of analytical tools and decision-making processes to solve logistics and supply chain problems. Specific applications include the use of linear and non-linear programming, integer programming, goal programming, simulation modeling, Markov analysis, and algebra to solve problems in forecasting, waiting lines, inventory modeling, transportation modeling, network modeling, and statistical quality control. PERT and CPM are also addressed to prepare students for planning and managing complex logistics activities.

Prerequisites: Successful completion of college level algebra and statistics.

LGMT 636**Transportation Management**

3 Credits

Transportation plays a key role in today's global economy. The focus of this course is on understanding the technical, operational, and economic characteristics of the different freight and package transportation modes and their application in integrated physical distribution systems. This course addresses regional, national, and international passenger transportation and explores the impact of the different transportation modes, transportation intermediaries, and intermodality on small package, freight, and passenger systems. The course also addresses national and international regulatory constraints and their impact on passenger transportation and global supply chain management. Additional topics include carrier and shipper strategies; alliance management and the use of third parties; transportation metrics; transportation security; and the role of information technology in modern transportation management.

Prerequisites: LGMT 634 or MGMT 531 and MGMT 631

LGMT 682**Integrated Logistics Management**

3 Credits

The focus of this course is on integrated logistics management. Although different organizations define the concept differently, at its core, integrated logistics is all about the systematic management of activities associated with the delivery of goods and services to meet customer needs. As a result, this course addresses the cross-functional management of a number of activities including sourcing, procurement, packaging, in-bound transportation, warehousing, inventory management, distribution, customer service, and reverse logistics where appropriate. Additional topics include the concept of life cycle cost, outsourcing, performance management, international

logistics, and the role of web and EDI in managing the logistics information needs of the enterprise. Case studies and problems are used throughout the course to highlight important principles and best practices in integrated logistics management.

Prerequisites: LGMT 634 or MGMT 531 and MGMT 631.

LGMT 683
Supply Chain Management

3 Credits

The focus of this course is on supply chain management. Topics include the evolution and objective of supply chain management; the major stages and processes involved in planning and managing supply chains; and why the concept of strategic fit is so important to supply chain managers. Successful students will also understand the major drivers of supply chain performance; key metrics for managing performance; and how to plan and forecast demand under conditions of uncertainty to meet desired customer service levels. This course also addresses the purpose and content of the Supply Chain Operations Reference (SCOR) Model. Case studies and problems are used throughout the course to highlight important principles and best practices in supply chain management.

Prerequisites: LGMT 634 or MGMT 531 and MGMT 631.

LGMT 685
Global Logistics and Supply Chain Management

3 Credits

Today, globalization is affecting almost every aspect of the world's economy – and the world's economy is sustained by global logistics. The focus of this course is on understanding the role of logistics and supply chain management in meeting the needs of the transnational enterprise, from the sourcing of raw materials through delivery of the finished product to the final customer. The course addresses the role and scope of logistics in the global economy; key strategies for supporting different market entry alternatives; the impact of different transportation modes on international supply chain management; the use of international commerce terms and contracts; the impact of exchange rates on supply chain profitability; supply chain security; and the role of global supply chain management as a key source of competitive advantage. A number of case studies are also analyzed throughout the course to highlight important principles and best practices in global logistics and supply chain management.

LGMT 690
Graduate Capstone Project, Logistics and Supply Chain Management

3 Credits

This course provides students with a unique opportunity to identify and systematically analyze one or more problems related to logistics and supply chain management while simultaneously demonstrating their expertise in the technical aspects of writing. This course is included in the curriculum to provide students with the opportunity to pursue a project of special interest while applying the knowledge and skills acquired throughout the program to define, analyze, and solve a theoretical or real problem in their area of study.

Prerequisite: MGMT 605.

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Worldwide 2007-2008 Catalog

The following additions or changes apply to the 2007-2008 Worldwide volume of the Embry-Riddle Aeronautical University Catalog with the effective date of July 1, 2007 through June 30, 2008.

New Degree Program: Associate/Bachelor of Science in Business Administration (Effective 2/1/08)

AVIATION BUSINESS ADMINISTRATION

Bachelor of Science or Associate in Science

The Aviation Business Administration program is designed to prepare students for key staff, operational, and executive positions within the various segments of civilian and military aviation or the business community. The Associate of Science in Aviation Business Administration requires successful completion of a minimum of 60 credit hours and offers the student the opportunity to develop a strong base in management and exposure to other academic areas. Upon completion, students have the option of seeking entry-level employment or pursuing a bachelor's degree to expand or specialize their educational credentials. The Bachelor of Science in Aviation Business Administration requires successful completion of a minimum of 120 credit hours and allows the student to expand or specialize their educational credentials while building an even stronger business management foundation. This degree is designed to accommodate the transfer student who has either completed an appropriate associate degree at an accredited regional college or university (generally 60 credit hours) or a minimum of 60 hours in coursework from the general education categories of Communication Theory and Skills, Mathematics, Physical Sciences, Computers, Humanities and Social Sciences. Prerequisites not previously met may be taken from open elective courses.

Associate Degree Credit*

-OR-

Minimum of 60 Credit

Hours in Coursework**:	60
Business Core:	36
Aviation Management:	15
Open Electives:	9

Total Degree Requirements: 120

Students seeking Embry-Riddle Associate Degree or transfer without an Associate Degree

General Education:	36
Program Support:	15
Business Core:	36
Aviation Management:	15
Open Electives:	18
	120

* Assumes University general education requirements have been met and no further credit hours are required in this area.

** Minimum of 60 credit hours in coursework that must be composed of courses from the following areas: Communication Skills, Mathematics, Physical Sciences, Computers, Business, Economics, Management, Humanities, and/or Social Sciences.

GENERAL EDUCATION:

Embry-Riddle courses in the general education categories of Communication Theory and Skills, and Humanities and Social Sciences may be chosen from those listed below, assuming prerequisites are met. Courses from other institutions are acceptable if they fall into these broad categories and are at the level specified. Students seeking an Associate Degree may complete or transfer the following General Education courses.

New Degree Program: Master of Science in Logistics and Supply Chain Management (Effective 2/1/08)

MASTER OF SCIENCE IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Logistics and supply chain management play a key role in today's global economy. In the U.S. alone, logistics and supply chain-related costs exceeded \$1 trillion for the first time in 2004 and, as the global economy continues to expand and become more interdependent, these costs are continuing to rise. As a result, there is tremendous demand for people with the right education to manage the transformational changes are taking place in logistics and supply chain management in the aviation and aerospace industry, as well as related logistics and supply chain industries.

Embry-Riddle Worldwide's Master of Science in Logistics and Supply Chain Management program is designed to meet this need by offering students a curriculum that will provide them with the knowledge and skills they need to be competitive in both the private and public sector, including the military.

In addition to providing students with core management skills, the program addresses the full spectrum of knowledge needs and capabilities required to be successful leaders in logistics and supply chain management including sourcing; procurement; contracting; warehousing; inventory management; transportation; integrated logistics management; supply chain management; logistics and supply chain security; and global logistics and supply chain management. The curriculum also includes a mandatory graduate research project designed to provide students with an opportunity to define and systematically analyze one or more problems related to logistics or supply chain management.

The concepts presented in these courses are also intended to help students prepare for the American Productivity and Inventory Control Society (APICS) Certified Supply Chain Professional examination as well as the International Society of Logistics' Certified Professional Logistician program.

Finally, by leveraging existing courses in Embry-Riddle Worldwide's management programs, this program allows students to receive credit for relevant courses already taken – or to apply the core management courses taken in this program to another graduate degree in the management area. In the list of courses below, the first five courses are common to other Embry-Riddle Worldwide management programs.

DEGREE REQUIREMENTS

<u>Course Title</u>	<u>Credits</u>	<u>Course Title</u>	<u>Credits</u>
MGMT 533 Legal, Ethical, and Regulatory Bases of Management Practices	3	LGMT 536 Purchasing for Logistics and Supply Chain Managers	3
MGMT 534 Anatomy of Work Organizations	3	LGMT 634 Analytical Decision-Making for Logistics & Supply Chain Managers	3
MGMT 535 Theory and Application of Managerial Communications	3	LGMT 636 Transportation Management	3
MGMT 605 Methods and Procedures For the Graduate Capstone Project	3	LGMT 682 Integrated Logistics Management	3
MGMT 633 Principles and Practices of Accounting and Financial Control For Managers	3	LGMT 683 Supply Chain Management	3
		LGMT 685 Global Logistics and Supply Chain Management	3
		LGMT 690 Graduate Capstone Project, Logistics and Supply Chain Management	3
TOTAL DEGREE REQUIREMENTS			36

Revised Degree Program: Master of Science in Project Management (Effective 2/1/08)

MASTER OF SCIENCE IN PROJECT MANAGEMENT

The Master of Science in Project Management (MSPM) provides the opportunity for working professionals to gain masters level knowledge and experience in planning and executing complex projects. Working within a variety of organizational settings, from aviation aerospace to non-profit organizations, this program enables graduates to undertake increasing roles in the leadership and management of projects within corporations as well as across corporate, cultural, and international boundaries.

This program incorporates international standards, as set forth by the Guide to the Project Management Body of Knowledge® (Project Management Institute), with practical application and use of project management software tools. The course of study covers all aspects of project management, including: analytical decision processes, integrated planning and scheduling, cost estimation management, risk and quality management, financial accounting, ethics and legal considerations, information technology, organizational structures, and managerial communications.

This comprehensive curriculum will help individuals develop a grasp of essential project management and general management principles. Those who will benefit from this program include project team members, project managers, program managers, consultants, senior and executive management, and individuals who aspire to these positions. Instruction incorporates both theoretical and practical applications, including: projects, case studies, and discussions of actual workplace experience. Earning the Master of Science in Project Management will give graduates the knowledge and confidence to take on project management responsibilities at the highest levels of their industry.

The curriculum for this program was developed entirely by certified Project Management Professionals (PMPs), the recognized global standard for project management knowledge and experience. Professional certification is issued by the Project Management Institute (PMI), the worldwide leader in the development of standards for the evolving profession of Project Management.

Students are required to have prerequisite knowledge in written communications, mathematics, and communications/connectivity skills. The prerequisite subject knowledge for a specific graduate course must be satisfied before enrollment in that specific course.

Upon completion, graduates are well prepared for the PMI-PMP and the American Society for Quality (ASQ) Certified Manager of Quality/Organizational Excellence (CMQ/OE) examinations.

DEGREE REQUIREMENTS:

<u>Course Title</u>	<u>Credits</u>	<u>Course Title</u>	<u>Credits</u>
MGMT 524 Management Science	3	PMGT 611 Anatomy of Project Organizations	3
MGMT 532 Philosophy, Principles, and Practices in Management of Quality	3	PMGT 612 Leading Projects Across Cultural, Corporate, and International Boundaries	3
MGMT 533 Legal, Ethical, and Regulatory Bases of Management Practices	3	PMGT 613 Assessing and Managing Proj. Risk	3
MGMT 633 Principles and Practices of Financial Acctg and Control for Mgrs	3	PMGT 614 Planning, Directing, and Controlling Projects	3
MGMT 672 Planning and Execution of Strategy	3	PMGT 690 Project Management Capstone	3
PMGT 501 Fundamentals of Project Mgmt.	3		
PMGT 502 Effective Communications for Managing Projects	3	TOTAL DEGREE REQUIREMENTS	36

Revised Degree Program: Master of Science in Management (Effective 2/1/08)

MASTER OF SCIENCE IN MANAGEMENT

In the field of aviation, exciting opportunities abound for those who have the unique combination of technical knowledge and managerial skill. The Master of Science in Management provides students with an opportunity to expand their knowledge and understanding in the interdisciplinary field of management. With a greater emphasis on operations than a traditional MBA, the MSM from Embry-Riddle Aeronautical University gives students the practical knowledge to help them move ahead of their peers. The core courses of this program provide exposure to a broad spectrum of subjects that will enhance performance and knowledge of management and decision-making in any endeavor. This degree also provides an opportunity to select a specialization of particular interest including: Integrated Logistics Management, Air Transportation Management, Aviation/Aerospace Industrial Management and Aviation Enterprises in the Global Environment. All MSM students gain quantitative analytic skills, quality management know-how, knowledge of ethical and regulatory requirements, an understanding of organizational structure, a grasp of the theory and practice of good communication skills, familiarity with formulating and managing budgets and research and problem-solving skills. As a result, MSM graduates are leaders in their organizations, handling day-to-day planning, managing employees and directing important projects. Moreover, this dynamic program provides personal satisfaction and career firepower, helping graduates achieve the financial and creative rewards that accompany a move into management. Students are required to have prerequisite knowledge in written communications, mathematics and communications/connectivity skills. The prerequisite subject knowledge for a specific graduate course must be satisfied before enrollment in that specific course is permitted.

DEGREE REQUIREMENTS:

AREA OF SPECIALIZATION

Choose at least one of the five specializations, which include the Graduate Capstone Project.
 Air Transportation Management / Aviation/Aerospace Industrial Management /
 Aviation Enterprises in the Global Environment/ Management of Integrated Logistics /
 General Management Option

Specialization Credits **12**

MANAGEMENT CORE:

<u>Course</u>	<u>Title</u>	<u>Credits</u>
MGMT 524	Management Science	3
MGMT 532	Philosophy, Principles, and Practices in Management of Quality	3
MGMT 533	Legal, Ethical, and Regulatory Bases of Management Practices	3
MGMT 534	Anatomy of Work Organizations	3
MGMT 535	Theory and Application of Managerial Communications	3
MGMT 605	Methods and Procedures for the Graduate Capstone Project	3
MGMT 633	Principles and Practices of Financial Accounting and Control for Mgrs	3
MGMT 690	Graduate Capstone Project	3
Core Credits		24

TOTAL DEGREE REQUIREMENTS **36**

~(MSM continued) ~



MASTER OF SCIENCE IN MANAGEMENT (cont.)

SPECIALIZATIONS:

Specialization 1

AIR TRANSPORTATION MANAGEMENT

<u>Course Title</u>	<u>Credits</u>
MGMT 641 Airport Management	3
MGMT 642 Air Carrier, Passenger, and Cargo Management	3
MGMT 643 Labor Issues in Air Transportation	3
MGMT 673 Global Economic Analysis	3

Specialization 2

AVIATION/AEROSPACE INDUSTRIAL MANAGEMENT

<u>Course Title</u>	<u>Credits</u>
MGMT 651 Production & Procurement in Aviation and Aerospace Industries	3
MGMT 652 Concepts and Practices of Project Management	3
MGMT 653 Labor Issues in an Industrial Environment	3
MGMT 673 Global Economic Analysis	3

Specialization 3

AVIATION ENTERPRISES IN THE GLOBAL ENVIRONMENT

<u>Course Title</u>	<u>Credits</u>
MGMT 671 Entrepreneurship and Leadership	3
MGMT 672 Planning and Execution of Strategy	3
MGMT 673 Global Economic Analysis	3
LGMT 685 Global Logistics and Supply Chain Management	3

Specialization 4

MANAGEMENT OF INTEGRATED LOGISTICS

<u>Course Title</u>	<u>Credits</u>
LGMT 682 Integrated Logistics Management	3
LGMT 683 Supply Chain Management	3
LGMT 685 Global Logistics and Supply Chain Management	3
MGMT 652 Concepts and Practices of Project Management	3

Specialization 5

GENERAL MANAGEMENT OPTION

<u>Course Title</u>	<u>Credits</u>
Select any four courses from the graduate management section of the Worldwide Catalog	12

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Revised Degree Program: Master of Business Administration in Aviation (Effective 2/1/08)
MASTER OF BUSINESS ADMINISTRATION IN AVIATION

The Master of Business Administration in Aviation degree program is designed to emphasize the application of modern management concepts, methods, and tools to the challenges of aviation and business. The special intricacies of aviation are woven into a strong, traditional business foundation by combining a specific core of distinct business competencies with a strong aviation foundation.

The demand for skilled professionals continues to grow in response to the increasing need for leaders who can manage the efficient and effective use of scarce resources; operate in an atmosphere of heightened national and international competition; and respond to the call to preserve our world's fragile eco-system – and the MBAA curriculum is oriented toward the needs of aviation leaders and decision-makers who can operate in this environment.

Specific prerequisites for each graduate course in the MBAA are contained in the Course Description section of this catalog. Students must assume responsibility to see that all prerequisites are satisfied. However, students who cannot demonstrate prerequisite knowledge in one of the following areas, may be required to register for one or all of the modules contained in MGMT 503 (A through F): management, quantitative methods, marketing, accounting, economics, and/or finance.

The prerequisite subject knowledge for a specific graduate course must be satisfied before enrollment in that specific course is permitted. Students may enroll in other graduate level courses as they meet any specific prerequisite knowledge required.

DEGREE REQUIREMENTS
AVIATION BUSINESS CORE:

<u>Course</u>	<u>Title</u>	<u>Credits</u>
MBAA 511	Operations Research	3
MBAA 514	Strategic Marketing	
	Management in Aviation	3
MBAA 517	Accounting for Decision Making	3
MBAA 518	Managerial Finance	3
MBAA 523	Advanced Aviation Economics	3
MBAA 635	Business Policy and Decision Making	3
Total Core Credits		18

AVIATION BUSINESS SPECIALIZATION

Complete a total of 12 credit hours from the courses listed below. The primary business specified electives for all Worldwide campuses are MBAA 520, MBAA 521, MBAA 604 and MBAA 607. Any course substitution must be approved by the MBAA Program Chair.

<u>Course</u>	<u>Title</u>	<u>Credits</u>
MBAA 520	Organizational Behavior, Theory and Applications in Aviation	3
MBAA 521	Global Information and Technology Management	3
MBAA 604	International Management and Aviation Policy	3
MBAA 607	Human Resource Development	3
MGMT 533	Legal, Ethical, and Regulatory Bases	

	of Management Practices	3
MGMT 535	Theory and Application of Managerial Communications	3
MGMT 641	Airport Management	3
MGMT 642	Air Carrier, Passenger, and Cargo Management	3
MGMT 643	Labor Issues in Air Transportation	3
MGMT 651	Production and Procurement in Aviation and Aerospace Industries	3
MGMT 652	Concepts and Practices of Project Management	3
MGMT 671	Entrepreneurship and Leadership	3
MGMT 685	Global Logistics and Supply Chain Management	3
MBAA 696	Graduate Internship in Aviation Business Administration	1-3
MBAA 699	Special Topics in Business Administration	1-3
Total Aviation Business Specialization Credits		12

GRADUATE BUSINESS CAPSTONE PROJECT

<u>Course</u>	<u>Title</u>	<u>Credits</u>
MBAA 522	Business Research Methods	3
MBAA 690	Graduate Business Capstone Project	3
Total Graduate Business Capstone Project Credits		6

TOTAL DEGREE REQUIREMENTS 36

~(MBAA continued) ~



MASTER OF BUSINESS ADMINISTRATION IN AVIATION (cont.)

MBAA Program Notes:

1. The MBAA 700 Thesis is available to international programs or specialty developed programs by contract or articulation agreement. The MBAA 700 Thesis is not available to Worldwide Campuses.
2. Additional courses or specializations that are in the Worldwide catalog may be approved by the MBAA Program Chair to form a specialization in the MBAA.
3. This program is available at selected ERAU Worldwide Campuses and/or through partnerships as determined by specific articulation or contract agreement. The MBAA is not available through Worldwide Online.

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Worldwide 2007-2008 Catalog

The following additions or changes apply to the 2007-2008 Worldwide volume of the Embry-Riddle Aeronautical University Catalog with the effective date of July 1, 2007 through June 30, 2008.

Program Specific Criteria Update: Clarification/MSM Prerequisite (Effective 2/1/08)

PROGRAM-SPECIFIC CRITERIA:

Master of Business Administration in Aviation (MBAA)

Applicants for admission to the MBAA program are required to meet prerequisite knowledge in the following areas:

- Management
- Quantitative Methods
- Accounting Methods
- Marketing
- Finance
- Economics

The prerequisite knowledge can be validated through **one** of the following:

- Completed an undergraduate or graduate course in each of the specific subject areas and upon validation of the course from an official transcript; **OR**
- Completed a course listed in either the National or ACE Guide for which academic credit in one of the specific subject areas is recommended; **OR**
- Received at least the minimum recommended score on a CLEP, DANTES, PEP, etc. exam in each of the subject areas as required; **OR**
- Received at least the recommended score on the Graduate Management Admission Test (GMAT), see <http://www.mba.com>; **OR**
- Completed the ERAU challenge exam score through Worldwide Student Services Office and receive at least the minimum recommended in each of the subject areas as required; **OR**
- Satisfactorily complete each of the six one-semester-hour business foundation courses (MBAA 503 A through F) and receive at least the minimum recommended in each of the subject areas as required.

Master of Science in Technical Management (MSTM)

Applicants for admission to the Master of Science in Technical Management program are required to have an admission interview.

Master of Science in Management (MSM)

Applicants for admission to the Master of Science in Management program must have prerequisite knowledge in the areas of:

- Written Communications
- Quantitative Methods
- Communications

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