Dual Master of Science in Nursing/Master of Business Administration  
Curriculum and Course Descriptions  
Students complete the MSN Core and Nurse Executive Concentration courses prior to completing the MBA courses below.

**Master of Science in Nursing Program Core Courses**

**NRHL 501 Health Promotion and Interprofessional Collaboration**
This course provides an in-depth review of approaches to health promotion as well as effective collaboration among members of the health care community. Students explore the problems and issues in using behavioral and social science theories, concepts and data to inform health promotion and health education research and interventions. The course emphasizes developing appreciation for the diversity of expertise in interprofessional collaborative teams as well as establishing basic concepts of effective teamwork. This is a foundational course requiring a minimum letter grade of “B”.

**NRHL 502 Ethical and Culturally Competent Health Care Professional**
This course draws upon philosophy, ethics and the social sciences to examine key concepts of professional practice that form the foundations for leadership, including professional obligations, duties, rights and cultural competence. Coursework leads to an increased understanding of interplay among socio-cultural contexts, ethics and cultural beliefs about health and illness. Basic principles of epidemiology, community-based assessment and evaluation, issues of equity and the risks to vulnerable populations are explored. Students also study the role of the educator, administrator and social change agent to explore what it means to be a culturally competent, ethical health care professional and leader in health systems or education. This is a foundational course requiring a minimum letter grade of “B”.

**NRHL 503 Evidence-Based Nursing Practice: Research and Process Improvement**
This course provides students with skills required to systematically research and evaluate current nursing knowledge to promote evidence-based nursing practice. Coursework emphasizes critical analysis of the current literature and proposed research methods, including quantitative and/or qualitative approaches to research, sampling procedures, data collection methods and data analysis planning. Research topics such as ethical and cultural issues, methodological procedures associated with scientific investigation, and potential barriers to evidence-based practice are also course themes. Students are encouraged to critically analyze differing research paradigms as well as current issues surrounding evidence-based research. This is a foundational course requiring a minimum letter grade of “B”.

**NRHL 504 Health Care Informatics and Emergent Technologies**
This course teaches nurses to consider technical, user and environmental factors in the selection and use of clinical information systems that support nursing care and decision-making processes in various settings. Students gain an understanding of technology, data, human processing and standards related to clinical information systems, and how these elements are used to make evidence-based decisions in health care systems and services. This is a foundational course requiring a minimum letter grade of “B”.
NRHL 505  **Health Care Policy and Advocacy**
This course provides an overview of health care policy, organization and financing with emphasis on current industry trends. Students assess the atmosphere in which policy is created and how compromise and bargaining shape policy decisions. Current policy initiatives involving health care delivery as well as nursing are analyzed. Coursework emphasizes the role of the nurse as a health care leader and advocate in the health care policy formation process. This is a foundational course requiring a minimum letter grade of “B”.

NRHL 506  **Quality Improvement and Safety in Health Care Systems**
This course analyzes problems caused by the varying levels of health care quality and strategies for improving them using models of evaluation and process improvement. Students learn to apply principles of quality and regulatory management with an emphasis on defining, measuring and evaluating outcomes within organizations and systems to become effective leaders and change agents. Students are expected to participate in the development of actual quality measures and explain how such measures could be used in a defined health or educational system. This is a foundational course requiring a minimum letter grade of “B”.

**Nurse Executive Leader Concentration Courses**

NRHL 620  **Building Effective Communication and Relationships**
This course covers knowledge and skills related to effective communication and relationship-building across various health care settings. Students study communication strategies to address nursing and organizational issues and conflicts, as well as advanced communication skills related to diversity in the workplace, generational benefits, recruitment and retention, collaborative decision-making and shared governance. Building trust and credible organizational relationships with key stakeholders is also emphasized. Pre-requisites: NRHL 501, NRHL 502, NRHL 503, NRLH 504, NRHL 505, NRHL 506.

NRHL 622  **Professionalism and Executive Career Development**
Students focus on the knowledge, skills and tools to effectively coach and further the professional development of others within the healthcare organization. Coursework emphasizes the concepts of professionalism, personal and professional accountability, transparency, advocacy and ethical standards. Students complete a comprehensive executive leadership career assessment, conduct a gap analysis and develop an executive career plan for the future. Pre-requisites: NRHL 501, NRHL 502, NRHL 503, NRLH 504, NRHL 505, NRHL 506.

NRHL 624  **Advanced Knowledge of Health Care Systems**
This course explores the skills and knowledge nurse executives need to effectively lead in a variety of health care systems. Students study the unique needs of health care settings such as hospitals, ambulatory facilities, community-based services, long-term care and private practice as well as financial, operational, regulatory and clinical aspects of management specific to a range of healthcare systems. Factors such as reimbursement, technology, staffing, leadership, organizational design and complexity and for-profit and not-for-profit aspects of the system will also be addressed in the context of nursing leadership strategies. Pre-requisites: NRHL 501, NRHL 502, NRHL 503, NRLH 504, NRHL 505, NRHL 506.
NRHL 626  **Nursing Leadership and Systems Thinking**  
This course focuses on theoretical foundations and conceptual principles of nursing leadership and the skills required for nurse executives to function effectively in complex health care environments. Students develop leadership self-awareness and investigate leadership traits necessary to effectively lead organizational change, build strong cultures, develop effective teams and resolve conflicts. The course examines change processes in contemporary health care organizations, as well as the evolving roles of management and transformational leadership. The course includes 30 hours of a practicum experience. 

NRHL 628  **Financial Management and Resource Allocation in Health Care Systems**  
Students will learn how to contribute to the ethical financial decisions of health care organizations. Topics include strategic financial planning, financial statement analysis, budgeting and financial decision-making strategies. Students also explore issues with funding sources and constraints, reimbursement, cost containment and marketing. The course includes 30 hours of a practicum experience. Pre-requisites: NRHL 501, NRHL 502, NRHL 503, NRLH 504, NRHL 505, NRHL 506, NRHL 620, NRHL 622, NRHL 624, NRHL 626.

NRHL 635  **Evidence-Based Nursing Practice Capstone Project**  
In this capstone course, students have the opportunity to apply the knowledge and skills learned through the program into practice. The role components and functions of nurse executives are further developed with the guidance of a preceptor within a selected practicum setting. With the assistance of the faculty and preceptor, each student develops a project that demonstrates their cumulative learning, leadership abilities and professional growth. The project should demonstrate the student's ability to synthesize and apply the knowledge and skills acquired to real-world issues and problems. This final project validates a student's ability to think critically and creatively, to solve practical problems, and demonstrate mastery of the application of leadership or education skills. The capstone course requires 60 hours of a practicum experience with a selected preceptor. Pre-requisites: NRHL 501, NRHL 502, NRHL 503, NRLH 504, NRHL 505, NRHL 506, NRHL 620, NRHL 622, NRHL 624, NRHL 626.

**Master of Business Administration Courses**

MBA 541  **Analytical Tools for Management Decisions**  
This course prepares students to be more effective users of quantitative information as well as to avoid potential pitfalls from the misuse of statistical methods. Coursework emphasizes understanding what a previously obtained data set implies and, if appropriate, to develop meaningful forecasts with a reasonable sense of confidence. Specific topics include data analysis and statistical description, sampling and statistical inference, time series and regression analysis.

MBA 510  **Economics**  
Students will study fundamental concepts of macroeconomics, including supply and demand as well as methods of measuring economic performance, such as GDP, inflation, and unemployment. Other topics include the causes of instability in the economy and potential corrective measures.
MBA 500  **Financial Accounting**  
Concentrates on the preparation, interpretation, and analysis of the balance sheet, income statement and statement of cash flows. Emphasizes the rationale for and implications of important accounting concepts, the selection of alternative accounting methods, and their effects on valuation, net income determination and reporting.

MBA 539  **International Business**  
Students will discuss selected readings in international business. Topics include culture, geography, politics, foreign direct investment, supply chain management, monetary systems, foreign exchange markets and political risk management. Current developments in international business will be covered.

MBA 611  **Managerial Economics**  
Students will learn to apply micro-economic tools to business decision-making. Topics include optimization, consumer behavior, elasticity of demand, the use of regression analysis to estimate demand (revenues) and costs, marginal analysis and market structure.

MBA 651  **Financial Management**  
Students will develop an understanding of financial theory and its application through case analysis. Topics include capital management, operating and financial leverage, costs of capital, investment, and financing decisions. Coursework covers techniques for the evaluation of investment alternatives using net present value and internal rate of return concepts. The course emphasizes the application of these concepts to the valuation of a going concern. Extensive use of pro forma modeling of financial statements is made throughout the course.

MBA 661  **Marketing Management**  
This course introduces students to both the theory and practice of marketing. It analyzes all marketing issues from the perspective of the marketing manager. Students will explore how consumer behavior, market research, environmental trend analysis, new product development, pricing and distribution decisions, and promotional considerations must interact to create a successful marketing program. Case analysis, contemporary issues in marketing, and the practical application of marketing concepts to the students employment experiences are also features of this course.

MBA 630  **Operations Management**  
This course focuses on the strategic role of operations and how to improve operations processes. Issues to be discussed include continuous quality improvement, the critical importance of the customer and consideration of selected quantitative techniques.

MBA 683  **Project Management**  
The class is an examination of the art and science of project management as applied to a variety of business and technology settings. Students will study how to initiate, plan, execute, control and close projects within budget and on schedule. Advanced topics may include critical chains, adaptive and agile project management and portfolio management. A project planning software tool is used, usually MS Project. This course is appropriate for technology and non-technology managers alike.

MBA 671  **Strategic Marketing**  
This course requires students to use and integrate the disciplines and techniques learned in previous required courses. Strategy formulation and implementation concepts are discussed using theory and cases.
MGMT 581  **Team Building**
Develops a working knowledge of team building, its theoretical basis, and its strengths and weaknesses as an organization development intervention.