



# Master of Science in Professional Communication

## Program Overview & Course Catalog



**Revised Catalog: November, 2008**

COPACE Web Site: [www.clarku.edu/copace](http://www.clarku.edu/copace)

COPACE maintains a web site which describes all COPACE programs and is linked to the Clark University web site. The COPACE web site contains the most up-to-date and accurate information on all COPACE degree programs. Please visit the COPACE web site to confirm any information in this catalogue or contact the MSPC Program Director.



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Dear Students and Friends of Clark University:

The firm of the twenty-first century is facing issues that require a new kind of management training. For example, as organizations reflect on issues such as quality assurance, re-engineering, building viable teams, and strategic marketing, it becomes increasingly clear that the successful firm is one that can communicate effectively with its internal and external audiences. Furthermore, as the private and public sectors move beyond labor-management confrontation toward various models of synergy, the ability of the modern manager to communicate effectively and to control or resolve organizational and interpersonal conflicts is crucial. Finally, as the speed at which technology is evolving increases daily, the ability to manage information has become a skill the modern manager must have to lead an organization properly.

Despite the growing importance of good communication skills, it is difficult to find an academic program that cultivates these critical communication skills. Clark University's Master of Science in Professional Communication (M.S.P.C.) seeks to be such a program. The M.S.P.C. curriculum covers completely the range of skills essential to effectively manage a modern organization. The four elective areas of concentrations, Marketing Communication, Human Resource Development and Training, New Media Technologies and Communication Management, allow students to gain depth in defined areas of specialization. Yet the program is flexible so that it can be tailored easily to individual needs and preferences.

As you look through the course listings and other program information, we hope that you will see how the M.S.P.C. program can improve your communication skills and increase your chances of success as a manager. We invite you to register for a course to find out for yourself what the M.S.P.C. degree can do for you.

Sincerely,

*Max E. Hess*

Max Hess  
Director of Graduate Programs

# **MASTER OF SCIENCE IN PROFESSIONAL COMMUNICATION (M.S.P.C.)**

## **Overview**

Intended for mid-level communications professionals, the Master of Science in Professional Communication curriculum is designed to enhance communication skills and managerial techniques through courses designed specifically for adult learners. Classes are small, fostering discussion and interactivity. Varied learning experiences offset abstract concepts with concrete applications: theory informs the practice, while the practice proves — or disproves — the theory. This professional degree is structured to provide skills essential in human resource training and development, marketing, and communications management. To assure academic integrity, an advisory board oversees the curriculum. This group is made up of Clark University professors and administrators, as well as active practitioners from the field.

### **Why "Professional Communication"?**

Now, more than ever, clear communication is essential for productivity and progress. Exchange of information internally, externally, and internationally must be concise and, most of all, effective. It is an artful science whose logic must be understood fully to be applied effectively. The starting point is with company leaders. To be such a leader, you must be able to build teams, manage conflict, develop human capital, and direct the flow of vital information. With the right skills, properly applied, you and your organization will be poised for future growth. Clark University's Master of Science in Professional Communication degree is designed to provide practical knowledge that can be transferred immediately from the classroom and applied directly on the job. Theory is balanced with practice in hands-on, reality-based learning experiences. Our students are more confident because they are more competent. They are more influential because they are more persuasive. And the small class sizes encourage lively interaction in courses structured for adults, taught by disciplined practitioners with advanced degrees who enrich the discussions with a wealth of real-world experience.

Thus, the Clark University M.S.P.C. degree truly focuses on the business of communication. Our graduates are not artists or theorists; they are communication professionals, such as public relations specialists, human resource managers, communication managers, or advertising executives. M.S.P.C. students learn the finer points of today's evolving communication field, as well as the vital management skills for career advancement. Because the course work is at a challenging, high level, even seasoned professionals find the degree infinitely practical, and immediately applicable to their careers.

## **Core Competency Development**

Since the core competencies approved by our Advisory Board define the mastery profile we expect our graduates to have achieved upon completion of their studies, frequent practice in developing these skills is integral to coursework in the M.S.P.C. program. Graduates should demonstrate proficiency in communicating effectively in all environments through writing, verbalization, and technology use. They should have the facility to analyze and solve problems, conduct research, and develop and deliver polished presentations in management settings.

In the M.S.P.C. program, *competency* is defined as "the ability to operate effectively in a domain to adapt to change, and to be committed to continuous learning and self-improvement". The *core competencies* which students are expected to achieve and which are addressed in coursework comprise functional literacy in:

- Understanding and applying communication theories and technologies
- Communicate effectively using oral, written, and visual skills
- Design, implement, and apply research, including gathering, analysis, and application of quantitative and qualitative data
- Methodologies for assessing, analyzing and developing effective solutions to problems
- Application of accounting, finance and budgeting for sound fiscal management
- Understand and generating effective organizational communication, including the role of leadership in the communication process and empowerment of others to be effective communicators
- Understanding the communication process across different cultures and effectively interacting with cross cultural and diverse constituencies
- Understand the expectations and requirements of ethical conduct in the workplace and in society

## **One Degree, Four Concentrations**

Every great company excels at communicating both externally, to customers and prospects, and internally, to employees and management. The Clark M.S.P.C. degree recognizes and focuses on these success factors. Students have the option, if they so choose, to focus on one of three concentrations, each of which allows concentration in several areas of specialization, including a customized course of study.

- **Communication Management**

Organizational leaders and communication professionals tackle new challenges every day. While many are capable of meeting the challenge, few are equipped to get the right message across consistently, while at the same time strategizing and planning for tomorrow. In order to maintain their edge, whether they are managing change for a high-tech corporation, marketing to multicultural constituents, or raising funds for community health programs, there are many things communications experts need to know. Students choosing the Communication Management concentration focus on strategic and

integrated communications and the interface between communication competencies and organizational vision and strategy.

- **Human Resource Development (HRD) and Training**

In the fields of personnel management and adult training, this concentration proves invaluable. Courses are offered in managing diversity, human resource development, conflict management and negotiation, among others. Maximizing productivity, minimizing friction and retaining valuable employees are priorities for successful companies. Here, students gain the tools needed to effectively handle these vital internal communication issues. As a part of the human resource concentration, students may concentrate entirely on developing skills in three areas of specialization: Human Resource Management, Conflict Management, as well as Adult Education and Training.

- **Marketing Communication**

This concentration focuses on communication to an external audience, a vital component to any company. Students learn, for example, how to develop a strategic marketing plan and how to make public relations an invaluable resource. Importantly, many courses concentrate on understanding one's audience, how to discover what motivates them and how to create an effective dialogue. Our new technology courses examine the impact this new area has had on global communication. Students also learn how to use the Internet as a marketing tool, including the skills necessary to create and maintain web sites.

- **New Media Technologies**

This concentration prepares students for the future of new mass media. Offered in conjunction with the Master of Science in Information Technology degree, this program provides students with the skills necessary for today's online and computer-based communications industries. By blending content and technology with analysis of current industry practices, students prepare to be new media producers and managers for projects such as web sites and other digital ventures. The new media technologies concentration emphasizes the design and structuring of traditional mass media content for broadband delivery.

### **Special Features**

- **Customization to Personal Goals:** The M.S.P.C. curriculum allows students to tailor the degree to custom fit their individual aspirations. Three main concentrations of study lend themselves to suggested concentrations, but students may use their six elective courses to fashion a program that is deeply satisfying because it suits their own particular needs.
- **Advisement Always Available:** Advisement is available to *all* students at all times that the COPACE Graduate Programs office is open. Students may rely on receiving

personal attention to their concerns and prompt responses to their questions from the day they inquire into the M.S.P.C. through the day they graduate from the program. In addition to the Program Director, other Graduate Programs staff members are ready to assist students with their advising needs every weekday during office hours and into the evening until classes begin.

- **Take two courses before formally applying for admission:** Students who want to sample the program before applying formally may take up to two courses to test the fit of the curriculum with their personal and professional needs and aspirations. Those who complete two courses with grades of "B" or above may substitute these courses for the GRE or GMAT testing, otherwise required for matriculating into the degree program.
- **"Rolling" Admissions:** Students may apply for matriculation into the MSPC program at any time during a calendar year.
- **Integrated Degree Programs:** The Integrated Degree Program offered through COPACE encourages qualified students to combine their undergraduate program in communication, human resource development, or public administration with the Master of Science in Professional Communication degree. Students are able to decrease the time needed to earn both degrees by beginning study on their master's degree in the final year of their undergraduate study.

Accelerated Bachelor's/M.S.P.C. Degree Program: Clark University full-time day school undergraduates may combine their bachelor's degree with an M.S.P.C. degree at an accelerated pace by beginning the M.S.P.C. program during their senior year and finishing it within a fifth year of study. Qualified students may earn the master's degree tuition free. See the Graduate Programs' *Academic Policies Handbook* for more details.

- **Internship Experience:** To link the classroom to the marketplace, a formal internship is available for all M.S.P.C. students with less than three years' full-time professional work experience. Interns are placed in carefully selected, mutually agreed upon sites where they engage in the full range of duties assigned to entry-level employees. Ordinary tasks are balanced with challenging responsibilities that will contribute to their professional growth. Interns report to a designated on-site supervisor who provides guidance and feedback on performance and participates in the evaluation process. Interns are provided a comprehensive handbook and participate in a regular seminar to share experiences and strategies to position themselves better to enter the career path of their choice with poise.
- **COPACE Web Site:** ([www.clarku.edu/copace](http://www.clarku.edu/copace)) The COPACE electronic web site encompasses all the COPACE departments, including both undergraduate and graduate programs. Students are able to view program curricula, course offerings, course descriptions, and current faculty listings, as well as to register on line. The secure site provides for confidential entry and credit card processing

- **Thesis Option:** M.S.P.C. degree candidates may elect to write a thesis instead of taking the final two courses. For details, please refer to the "Thesis Option" section in the Graduate Programs' *Academic Policies* section of our web pages.
- **Israel, Poland, Russia Branch Degree Program:** Graduate students in Israel can enter the collaborative program through the campus in Israel. Those entering the program must be fluent in Hebrew (or Polish or Russian) and open to the possibility of studying abroad. Since some courses are taught in English, proficiency in English is essential. Therefore, students must achieve a minimum of 577 on the TOEFL examination. Those interested can contact the COPACE office at Clark.

### ***M.S.P.C. Degree Requirements***

The Master of Science in Professional Communication requires six foundation courses, a capstone project and five electives. Students with less than three years' professional work experience must complete MSPC 3940, Internship, as one of their electives. In addition to the elective course offerings listed below, students may also choose as electives appropriate graduate or upper-level undergraduate courses offered by other departments at Clark University. The Director of M.S.P.C. Program must approve all non-COPACE elective selections.

We offer many electives in the M.S.P.C. program. These courses complement the four major concentrations (Human Resource Development & Training, Marketing Communication, New Media Communication, and Communication Management) and allow a high degree of customization within the curriculum. Careful selection of courses from other COPACE graduate degree programs allows an even greater degree of precise specialization.

**MSPC CURRICULUM**  
**12 Courses**

**REQUIRED CORE COURSES (may be taken in any order, except the Capstone)**

**Requirements for students admitted after May 1, 2008**

MSPC 3300	Advanced Professional Communication
MSPC 3250	Communication Theory and Research
MSPC 3330	Consultancy Skills Capstone Project ( <i>taken as last class in the program</i> )
MSPC 3400	Finance and Accounting for Non-Financial Managers*
MSPC 3620	Intercultural Communication
MSPC 3080	Management Information Systems*
MSPC 3070	Organizational Communication

*\*If proficiency can be demonstrated for this course either academically ( transcript of successful course completion) or professionally (validated work experience) and approved by the course instructor or academic advisor, this course can be waived and replaced with an MSPC elective of the student's choice.*

**Suggested Electives by Concentration:**

**1. HUMAN RESOURCES CONCENTRATION (Five Courses)**

*Suggested foundation courses for concentration:*

MSPC 3290	Human Resource Management & Development
MSPC 3410	Strategic Issues in Human Resource Management

*In Addition, Select three (3) from the following:*

MSPC 3670	Approaches to Cross-Cultural Conflict Management
MSPC 3820	Arbitration, Collective Bargaining & Labor Relations
MSPC 3170	Change Management
MSPC 3620	Leadership
MSPC 3140	Managing Diversity
MSPC 3600	Negotiation, Mediation, & Conflict Management
MSPC 3690	Organizational Conflict
MSPC 3660	Third Party Intervention: Mediation
MSPC 3940	Internship

**2. MARKETING COMMUNICATION (Five Courses)**

*Suggested foundation courses for concentration:*

MSPC 3100	Marketing Communication
MSPC 3750	Advertising Communication Theory & Practice
MSPC 3090	Public Relations

*In Addition, Select two (2) from the following:*

MSPC 3960	Audience Development and Public Relations for the Performing Arts
MSPC 3010	Communication Design
MSPC 3450	Global Marketing & Advertising
MSPC 3380	Marketing for Non-Profit Organizations
MSPC 3720	Media Relations

MSPC 3130 Principles of Marketing  
 MSPC 3310 Theory & Practice of Persuasion  
 MSPC 3940 Internship

### **3. COMMUNICATION MANAGEMENT (Five Courses)**

*Suggested foundation courses for concentration:*

MSPC 3170 Change Management  
 MSPC 3840 Project Management

*In Addition, Select three (3) from the following:*

MSPC 3320 Ethics & Professional Life  
 MSPC 3860 Gender Communication  
 MSPC 3290 Human Resource Management & Development  
 MSPC 3620 Leadership  
 MSPC 3770 Political Communication  
 MPA 3740 Strategic Management of Public and Non Profit Organizations  
 MSPC 3940 Internship

### **4. NEW MEDIA TECHNOLOGIES (Five Courses)**

*Suggested foundation courses for concentration:*

MSPC 3010 Communication Design  
 MSPC 3810 Photoshop for Internet Graphics Development  
 MSPC 3850 Webmaster

*In Addition, Select two (2) from the following:*

MSPC 3920 Business Intelligence  
 MSPC 3830 E-Commerce & E-Business  
 MSPC 3840 Project Management  
 MSPC 3100 Marketing Communication  
 MSPC 3750 Advertising Communication Theory & Practice  
 MSPC 3090 Public Relations  
 MSPC 3940 Internship

## M.S.P.C. COURSE DESCRIPTIONS

(\* Indicates Required Foundation Course)

- MSPC 3300**                    **Advanced Professional Communication\***  
Provides practice in oral, written, and presentation skills necessary within organizational environments. Students learn how to create and critique several genres of written texts used in the workplace, going beyond creating professional documents to analyzing corporate and professional internal and external communication practices.
- MSPC 3750**                    **Advertising Communication Theory & Practice**  
Applies advertising communication theory in a variety of student-selected contexts. Students develop an advertising plan, which includes justifying of choices for decision making in the setting of objectives, developing budgets, designing advertising campaigns, developing media strategies, and creating tools to measure advertising performance.
- MSPC 3670**                    **Approaches to Cross-Cultural Conflict Management**  
Explores the impact of cultural differences, including gender, ethnicity and race on the process of resolving conflicts. Students examine the various models for training managers to intervene in disputes where cultural differences are a significant factor.
- MSPC 3820**                    **Arbitration, Collective Bargaining & Labor Relations**  
Examines the fundamentals of labor relations, exploring a range of issues, including employees' right to strike and specific statutes governing equal opportunity on the federal and state levels. The course provides practical experience in collective bargaining and arbitration through participation in a bargaining exercise. Specific differences between public and private collective bargaining and labor relations are explored in depth
- MSPC 3960**                    **Audience Development Internship**  
This is a special opportunity for those newly entering the arts administration field, or interested in pursuing a career in that arena. Spend a portion of the semester in a classroom and the remaining time as an intern with one of Worcester's performing arts organizations. The students will learn the basics of audience building, generation of earned income from the box office, advertising sales efforts, press releases and public service announcements: utilizing electronic and print media effectively, and building long term relationships with media, audience and community.
- MSPC3790**                    **Audience Development, Event Planning and Promotion**  
Aimed at those considering a career in marketing and promotion of entertainment and/or sports, the course includes: identifying and building audiences; seeking business sponsorships, collaborative marketing efforts; preparing promotional budgets; handling media relations and community relations. Principles are applicable both for organizations

presenting a season of performance or sports events and for those presenting one-time events, and fund raising benefits.

**MSPC 3920**

**Business Intelligence**

By leveraging enterprise information assets mature business intelligence capabilities provide increased control of business activity for senior executives while empowering managers and individuals who execute business operations. The focus of this class is on establishing an enterprise approach to business intelligence, the organizational capabilities that enable cross functional alignment around information and applying business intelligence capabilities to drive business process and performance improvement.

**MSPC 3170**

**Change Management**

Focuses on how to empower staff to embrace and operationalize a new corporate vision and to understand the new strategic intent when organizations undergo rapid transformations. Students explore ways for managers to develop a new vision for the organization and/or bring the base of the organization into line with strategic change in light of mergers, acquisitions, privatization, and/or shifts in product or product lines.

**MSPC 3010**

**Communication Design**

We are all consumers of communication design. Images and text fill our everyday lives continuously in an unprecedented display. Good design matters. Anyone involved in communicating ideas, generating reports, or managing information and publications will be integrating some form of design elements into the work. This course will focus on visual communication design problem solving for both print and digital media through an understanding of the visual language of two-dimensional design: form, figure-ground relationships, composition, balance, rhythm, pattern, scale, value and color. Students will learn how to create visual projects that inform, educate, and communicate effectively.

**MSPC 3250**

**Communication Theory & Research\***

Examines origins, nature, and the consequences of human communication. Students review role of theory in comprehension of and responses to verbal, non-verbal, and other types of group communication issues and events, tracing the development of various media. The course introduces the methodology of communication research, including both qualitative and quantitative approaches, with an emphasis on action research and appreciative inquiry. Topics include the nature of scientific logic; electronic literature searches; research design; questionnaire construction; sampling; measurement techniques; data collection, analysis, interpretation and reporting results; the use of focus groups; experiments; surveys; and content analysis.

**MSPC 3830**

**E-Commerce and E-Business**

Focuses on commercial applications of new media technologies to explore the complexities of the E-commerce landscape and examine the business models that are stumbling, as well as those making headway.

Topics include wireless programming, authoring modules, on-line payment strategies and E-commerce business solutions drawn from companies successfully offering E-business solutions.

**MSPC 3330**

**Consultancy Skills Capstone Project \***

In this course students will be develop proficiency in the major techniques and tools consultants employ when doing a communication consultation. Students will complete readings that will introduce the theoretical orientation and participate in numerous demonstrations. Classes will include a discussion of the readings and exercises to develop competence in using the techniques. The final outcome of the class will be a capstone consultancy project with a real client-organization completed in real-time. *This class is usually taken as the last class in the degree program.*

**MSPC 3320**

**Ethics & Professional Life**

Examines moral issues and dilemmas typically found in the law, advertising, education, business, and journalism professions. Issues covered include privacy and confidentiality, truthfulness and deception, individual responsibility, social justice, personal character and professional regulation, and, more generally, the dilemmas created by conflicts between professional and role-based morality and personal or ordinary morality.

**MSPC 3400**

**Finance and Accounting for Non-Financial Managers\***

Provides the student with a basic understanding of the financial systems within an organization, how financial data is interpreted, and the impact of such data on decision making. Budgeting, pricing, cash flow, balance sheets and income statements are reviewed.

**MSPC 3860**

**Gender Communication**

Examines the symbolic, social, cultural, political, and personal ways in which gender impacts our daily communication activities in American culture. As "men" and "women", "boys" and "girls", we learn an intricate system of communication that shapes the ways we understand and are understood by others. This course takes a practical look at how people speak, write, and interact non-verbally through the use of gender-specific codes and suggests alternatives to "gendered" communication rituals that hinder us.

**MSPC 3450**

**Global Marketing & Advertising**

Explores the challenges and opportunities facing businesses in the new global economy. Areas of focus include cultural, political, economic and social system similarities and differences across the globe; the financial environment of international marketing; exporting and entry strategies.

**MSPC 3290**

**Human Resources Management & Development**

Provides a practical survey of current trends, regulations, and case laws that define and direct the personnel function. Topics include organizational philosophies, recruitment and selection, motivation, compensation, and evaluation. Affirmative action and unionism are

discussed within both current and historical contexts. The course concludes with an examination of legislation and regulatory statutes affecting human resources management.

**MSPC 3620**

**Intercultural Communication\***

Creates an awareness of our unconscious prejudices, our verbal and non-verbal presentations and how they may influence our interactions with people from other cultures. By focusing on the history and contributions of various ethnic groups in the United States, students gain a heightened appreciation of difference and an understanding of culturally-specific needs.

**MSPC 3940**

**Internship**

Places interns into carefully selected, mutually-agreed upon sites where they engage in the full range of duties assigned to entry-level employees. More menial tasks are balanced with challenging responsibilities that will contribute to their professional growth. Interns report to a designated on-site supervisor who provides guidance and feedback on performance. The on-site supervisor interfaces with the academic coordinator and participates in the evaluation process. Interns are expected to make a serious commitment to work at least 20 hours per week for a period of at least 14 weeks and to attend a regular seminar to integrate workplace realities with theory and research. *(The internship is available for all students with less than three years' full-time professional work experience.)*

**MSPC 3500**

**Interpersonal Communication**

Postulates that how effectively we communicate and work with others is the key to professional success. This course examines theories of leadership styles, role development, and group dynamics. Specific communication skills (problem solving, negotiation, kinesics) are enhanced through role-play and interactive class experiences.

**MSPC 3620**

**Leadership**

Explores leadership theory and its history, development, and application to management. The course also addresses increasingly important issues, such as public involvement, participatory decision-making, employee empowerment, and forms of leadership as redefined by these more democratic contexts. Distinguishing features of both management and leadership are considered, along with various styles and approaches to leadership in the public sector.

**MSPC 3080**

**Management Information Systems & Technology\***

Effective communication and management skills in today's technology driven organizations require that the individual possess a working knowledge of state-of-the art presentation software tools and a pragmatic understanding of both the organization's existing information tools as well as capabilities of those tools which exist outside of the organization. This course will introduce the student to state-of-the-art software through hands-on application of the most popular tools in use today with a

conceptual foundation in information system technology from a management perspective.

**MSPC 3140**

**Managing Diversity**

Addresses the "basic building blocks" of diversity, concentrating on the strategic issues involved in fostering an innovative, supportive and profitable multi-cultural workplace. Students build the foundation for appreciative inquiry into the effective management of diversity and explore the impact of cultural mores, values, attitudes, and beliefs on communications, expectations, and interpersonal relations. Students examine appropriate and inappropriate behaviors, stereotypes and cultural differences, associated with the changing dynamics of the workforce, and ways to move beyond them to build rapport.

**MSPC 3100**

**Marketing Communication**

Develops a solid understanding of the conceptual basis and theoretical structure of the principles of marketing and promotes "best practice" marketing and business solutions. Students act in a consulting capacity and develop a high-level strategic and tactical marketing plan for a client company that will use it to launch a new product/new venture, reposition the organization, or address a chronic problem. Focal points of the course include branding, concurrent marketing, international marketing, Internet marketing, and buying behavior.

**MSPC 3380**

**Marketing for Non-profit Organizations**

Describes marketing strategies applied to different types of providers in non-profit organizations. The course focuses on techniques to maintain and increase market share, quantitative methodologies, such as demographic case mix, and geo-demographic analysis, as well as the application of market communication techniques and strategies.

**MSPC 3600**

**Negotiation, Mediation & Conflict Management**

Builds effective communication skills essential to successful negotiation, mediation, and conflict resolution, using materials from the Harvard Negotiation Project. The focus is on developing an understanding of various resolution processes, incorporating theoretical perspectives and practical applications.

**MSPC 3070**

**Organizational Communication\***

Analyzes communication theory in terms of its affect on behavior of the members of an organization. Internal and external communication is an essential aspect of organizational functioning, and the majority of managerial problems are rooted in communication. This course examines the major theoretical and practical aspects of communication in organizations as they apply to business and governmental contexts.

**MSPC 3690**

**Organizational Conflict**

Studies the theories and approaches geared to resolving problems in the workplace from interpersonal, small-group to interdepartmental conflict situations. Students examine the source of conflict in the workplace and

the design of conflict management programs to help employees at all levels learn how to handle conflict constructively.

**MSPC 3810**

**Photoshop for Internet Graphics Development**

Introduces aspects of graphic design for use on the Internet through the use of Adobe Photoshop and other graphic software tools.. Techniques for graphics creation, animation and file conversion are covered.

Understanding of HTML is a requirement. In addition, the course will emphasize layout and dynamic content through the use of DHTML and Javascript, and animated interactive layout through the use of Flash.

Emphasis will be on the development of visual literacy for today's manager. Course participants will also consider the ethical and critical implications of the designs they create.

**MSPC 3770**

**Political Communication**

Provides a comprehensive overview of the world of politics: how the communication mix affects it and the full range of communication strategies used to influence the "populace". Discussion focuses on the way communication strategies are used to build consensus or undermine a political campaign. Topics include the use of political ideologies; the ethics and methods of various strategies, such as advertising, speech writing, press conferences, debates; direct mail; and the role of the mass media as a medium of political communication.

**MSPC 3130**

**Principles of Marketing**

Provides practical and theoretical instruction to public sector professional administrators who are involved in the marketing efforts of their organizations. The central focus is on developing marketing plans.

Topics include: strategic and tactical market planning; market segmentation; target marketing and positioning; social, legal, and competitive issues; managing products and services; developing new products and service; creative techniques; managing costs and pricing; and distribution and delivery of products and services.

**MSPC 3840**

**Project Management**

A blend of instruction, discussion and exercises this course is built around the project management best practices presented in the Project Management Institute's (PMI) Guide to the Project Management Body of Knowledge (PMBOK?). It provides the foundation, tools, techniques, templates and methodology to - manage each stage of the project life cycle, working within organizational and cost constraints; set goals tied directly to stakeholder needs; get the most from project teams, and use state-of-the-art project management tools to deliver projects to scope, on-time, and within budget. Spanning the entire project life cycle, the course covers all nine Project Management Knowledge Areas (Integration, Scope, Time, Cost, Quality, Human Resources, Communications, Risk, and Procurement) and the five Project Management Process groups (Initiating, Planning, Executing, Controlling and Closing

- MSPC 3090**                    **Public Relations**  
Analyzes basic principles of public relations through readings, lectures, case presentations, and class discussion. After a brief history and definition of public relations, attention turns to the nature of public audiences and stakeholders, getting through in the face of the communication din, public relations and contingency planning, dealing with the media, PR writing, public relations practices, employees, the community, and ethics, getting through in the face of the communication din, public relations and contingency planning, dealing with media, PR writing, public relations employees, the community and public relations ethics.
- MSPC 3410**                    **Strategic Issues in Human Resources Management**  
Examines the strategic issues involved in Human Resource functions. Emphasizes the competitive consequences of HR policy decisions of planning, job analysis, recruiting and selection, training and development, compensation/benefits structures, reward structures, performance appraisals and communication mechanisms.
- MSPC 3310**                    **Theory & Practice of Persuasion**  
Explores the theoretical and practical aspects of persuasion on society, culture, and in the workplace. Theorists ranging from Socrates to Chomsky are discussed in relation to both the creation of communication for influence and attitude change and the rhetorical analysis of propaganda, advertising, and political communication.
- MSPC 3660**                    **Third Party Intervention: Mediation**  
Examines the various methods of third party intervention as a means to effective conflict management in the workplace and other conflictual situations. Students develop and improve mediation skills and techniques needed to mediate disputes by participating in a variety of simulated disputes to hone mediation skills.
- MSIT 3850**                    **Webmaster**  
Focuses on the design, development and implementation of Internet technologies using popular web applications. Participants will design, build and place online a web site for a live client. No pre-requirements. Also discussed is web server implementation, administration and ongoing support. Topics include: HTML page development, Java Script, Cascading Style Sheets, page layout, frames, tables, image maps, multimedia, and the use of graphics tools. In addition, the course will cover search engine optimization, web trends analysis, secure socket layer encryption, and client interaction culminating in a capstone project presentation.