

**U.S. Navy Education Training Management Subspecialty (ETMS)  
The University of Memphis  
ETMS Program Courses with Descriptions**

A course from each of the ten categories is required for the U.S. Navy ETMS Program. Note: reference the M.S. in Leadership and Policy Studies degree requirements at the end of this document.

*1). Management*

**\*LEAD 7000. Introduction to Educational Leadership. (3). (EDAS 7100).** Theory and practice of educational leadership; scope, task, areas, processes and procedures, organization structure, problems and issues, and types of personnel needed in the United States.

**MGMT 7030. Management and Organization. (3). (7000).** Comprehensive analysis of concepts and applications required for effective performance of the manager's job in organizations with varied environments; management as a sub-function of the total organizational system interacting with objectives, planning, and control; organizational design and interpersonal relationships; nature of operations management.

*2). Navy Education/Training Organization and Operation*

**LEAD 8001. Educational Leadership in Organizations. (3). (EDAS 8800).** Basic theories of organization and administration; historical and contemporary foundations of theories; implications of current theories and practices for organizational and human resource development.

**LDPS 7180-8180. Politics and Power in Educational Leadership. (3). (EDAS 7810-8810).** Field study of techniques and strategies for leaders in education to discover sources of community power influencing education policy; emphasis on superintendent, school board, and central office leaders.

**MGMT 7422-8422. Seminar in Organizational Theory. (3).** Major historical and contemporary theories of organization; emphasis on study of organizational structures, principles, techniques, and processes as they relate to management of organizations. Individual studies will be pursued with group analysis and discussion at regular class meetings. PREREQUISITE: MGMT 7030.

*3). Planning, Programming and Budgeting*

**ACCT 7000. Fundamentals of Accounting. (3). (7001).** Accelerated and in-depth introduction to the conceptual foundations of accounting as a dynamic information system for measuring and communicating economic and financial data for planning and control purposes. Primarily for non-business students but is acceptable to remove accounting prerequisites for the MBA and MS programs.

**HIAD 8422. Higher Education Finance. (3). (EDAS 8320).** Financing of institutions in higher education; sources and methods of securing funds; development of programs; procedures for budget development and analysis; other financial and economic aspects of higher education administration; analysis of current problems related to higher education finance.

**HIAD 7512-8512. Developing and Funding Leadership Programs. (3). (HIAD 7256-8256).** Adult leadership programs in various organizations, agencies, and groups as primary, supplementary, or complementary function; community relations and development in funding.

*4). Instructional Systems Development (ISD) for Management and Supervisory Purpose*

**ICL 7059. Models of Instruction. (3). (CIED 7059).** Analysis of theoretical and research support for selected models of instruction; emphasis on teaching applications.

**ID&T 7071-8071. Principles and Applications of Instructional Design. (3). (CIED 7071-8071).** Application of instructional design principles to solve performance and instructional problems in educational and non-educational environments.

**ID&T 7078-8078. Seminar in Instructional Design and Technology. (3). (CIED 7078-8078).** Professional and research problems in instructional strategies, design, and technology. May be repeated once with a change in topic. **PREREQUISITE:** Permission of instructor.

**HIAD 7415-8415. IT Trends and Issues in Higher and Adult Education. (3).** Explores issues and trends in information technology for leaders of higher and adult education, involving readings, discussion, and hands-on web research related to IT planning and budget considerations, academic and administrative systems, management of IT professionals, and IT-induced change in various segments of education.

*5). Personnel/Manpower Management Policies*

**LDPS 7121-8121. Personnel Administration. (3). (EDAS 7160-8160).** Educational personnel administration and policy including: human resource management, staffing goals, policies, recruitment, induction, roles, and professional development.

**PSYC 7215-8215. Organizational Psychology. (3).** The course deals with the major organizational determinants of individual and group behavior and performance. The characteristics of organization structure and climate are explored from both a classical and a contemporary viewpoint. Organization change and development theories are examined plus the major ancillary theoretical positions on leadership, individual and group performance, behavior modification, selection and training. **PREREQUISITE:** Permission of instructor.

*6). Theory of Training/Educational Psychology*

**HIAD7541-8541. Issues/Trends Teaching Adults (3) (HIAD 7201-8201).** Teaching and learning in higher education and other educational settings; analysis of who our learners are and teaching approaches designed for diverse student populations.

**HIAD 7530-8530. Continuing Professional Education. (3).** Background and development of continuing education for professionals, including medicine, law, social work, psychology, dentistry, and education as well as other fields; examination of impetus and providers for such programs.

**EDPR 7151-8151. Individual Differences in Learning. (3). (EDPS 7151-8151).** Theoretical foundations of instructional models designed to adapt learning to individuals; includes

programmed instruction, computer-based instruction, competency-based (PSI) models, token economy systems, peer tutoring strategies, and contemporary theoretical models pertaining to behavior modification, aptitude-treatment interactions, and adaptive instruction.

**EDPR 7121-8121. Learning and Cognition Applied to Education. (3). (EDPS 7121-8121).** Major theories of learning and cognition; emphasis on current research and implications and applications for practitioners.

*7). Training Research and Development Process*

**\*EDPR 7521. Introduction to Educational Research. (3). (EDRS 7521).** Introduction to major concepts and processes underlying educational research; focus on knowledge necessary for critically appraising published research and preparing students as research consumers.

**EDPR 7541-8541. Statistical Methods Applied to Education I. (3). (EDRS 7541-8541).** Utilization and interpretation of statistical methods applied to education; topics include frequency distributions, central tendency, variability correlation, linear regression, introduction to probability, normal distribution, interval estimation, hypothesis testing via t-test and chi-square and computer utilization in statistical analysis. PREREQUISITE: EDPR 7521 or 7523 or permission of instructor.

*8). Applications of Computer Technology*

**HIAD 7415-8415. IT Trends and Issues in Higher and Adult Education. (3).** Explores issues and trends in information technology for leaders of higher and adult education, involving readings, discussion, and hands-on web research related to IT planning and budget considerations, academic and administrative systems, management of IT professionals, and IT-induced change in various segments of education.

**EDPR 7531-8531. Computer as a Research Tool. (3). (EDRS 7531-8531).** Computer applications to research processes in education and the behavioral sciences; capabilities and limitations of computers in analysis of educational data; experience in the utilization of various (statistical) library programs. PREREQUISITE: EDPR 7/8541; or permission of the instructor.

*9). Contract Administration*

**HIAD 8420. Legal/Ethical Issues in Higher & Adult Education. (3). (EDAS 8380).** Legal principles and significant legal constraints relating to institutions of higher education; emphasis on application of law to organizational structure, students, personnel, programs, property, and finance; analysis of current legal issues.

**LDPS 7112-8112. Management of Educational Grants and Projects. (3).** Planning and management of field-based educational projects, grants, and consulting services. Emphasis on team and group efforts; computer applications in project management.

**LDPS 7131. School Business Management. (1-3). (EDAS 7130-8130).** Business affairs of schools in accordance with laws and policies of local, state, and federal agencies; overview of legal and ethical standards; site budgeting and project management.

*10). Training Systems, Existing and Conceptual*

**\*LEAD 7500-8500. Adult Learning and Leadership. (3). (HIAD 7255-8255).** Characteristics of adult learners; factors that affect learning, achievement, and motivation throughout the adult life-cycle; implications for educational leaders and human resource development.

**LDPS 8111. Educational Administration Performance Laboratory. (1-6). (EDAS 7370-8370).** Laboratory experiences including gaming and simulation to illustrate complex organizations, information systems, network planning and projection systems, and leadership assessment.

**IT&D 7074-8074. Theories and Models of Instructional Design. (3).** A critical examination of existing instructional design theories from the perspective of supporting research and application.

*Listed below are required core courses for the M.S. degree in Leadership and Policy Studies with a Leadership Concentration:*

**LEAD 7000 Introduction to Educational Leadership.**

**LEAD 7500 Adult Learning and Leadership.**

**LEAD 7100 Education and Community. (3). (EDAS 7000).** Educational processes and policies in formal and non-formal community settings; inter-relationships among such settings; field-based, students will assess particular educational policy and its implications within the community.

**EDPR 7521 Introduction to Educational Research.**

For a complete description of the M.S. Degree in Leadership and Policy Studies refer to the Leadership web site: <http://www.memphis.edu/gradcatalog/degreeprog/coe/lead.php>.

For more information contact:

Dr. William Akey

[wakey@memphis.edu](mailto:wakey@memphis.edu)

901-678-3993

\* = required course for the master's degree in Leadership.