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 the M.S. in Leadership and Policy Studies degree requirements at the end of this document. The M.S. in Leadership is now offered completely online. However, not all the courses that are options for the ETMS program are offered online. For students who wish to earn the M.S. in Leadership and the ETMS designation without relocating to the Memphis area, there are online options available in each category to accomplish the two programs entirely online.

1). Management

*L E A D 7000. Introduction to Educational Leadership. (3). 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. Offered online or face-to-face.

MGMT 7030. Management and Organization. (3). 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). Basic theories of organization and administration; historical and contemporary foundations of theories; implications of current theories and practices for organizational and human resource development. Offered online only.

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). 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.

ACCT 7080 - Financial/Managerial Acct Mgrs (3) Use of accounting information by an organization's investors, creditors, regulatory authorities and managers; develops financial credit analysis skills useful in business decision making; analysis of accounting information useful for monitoring efficiency, quality, and timeliness of an operation; pricing and costing of products and services; planning and performance measurement. Offered online.
HIAD 8422. Higher Education Finance. (3). 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. Offered online only.

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

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

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

IDT 7071-8071. Principles and Applications of Instructional Design. (3) Application of instructional design principles to solve performance and instructional problems in educational and non-educational environments. Offered online.

IDT 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. Offered online.

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. Offered online only.

5). Personnel/Manpower Management Policies

PADM 7605 - Human Resources Admin (3) (POLS 7605-8605). Policies, methods, and techniques utilized in public and health organizations; special attention is given to problems reflecting contemporary demands upon human resource systems, capacity to diagnose problems, select the most effective means of addressing them, and plan appropriate courses of action developed through case studies. Offered online.

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. Offered face-to-face only.
6). Theory of Training/Educational Psychology

HIAD7541-8541. Issues/Trends Teaching Adults (3). Teaching and learning in higher education and other educational settings; analysis of who our learners are and teaching approaches designed for diverse student populations. Offered online or face-to-face.

HIAD 7510-8510. Overview Of Adult Education (3)
Historical development of adult education; scope of field, including non-formal, post-secondary education, and human resource development. Offered online.

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. Offered online only.

EDPR 7151-8151. Individual Differences in Learning. (3). 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. Offered online.

EDPR 7121-8121. Learning and Cognition Applied to Education. (3). 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). Introduction to major concepts and processes underlying educational research; focus on knowledge necessary for critically appraising published research and preparing students as research consumers. Offered online or face-to-face.

EDPR 7541-8541. Statistical Methods Applied to Education I. (3). 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. Offered online or face-to-face.

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. Offered online only.

EDPR 7531-8531. Computer as a Research Tool. (3). 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. Higher Education Law. (3). 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. Offered online only.

10). Training Systems, Existing and Conceptual

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

ITD 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. Offered online.

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). 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/lead/lead/ms-leadership.htm.

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