

**ADVISING GUIDELINES FOR TRANSFER CREDIT
FROM
THE COMMAND AND GENERAL STAFF COLLEGE
AND
WEBSTER UNIVERSITY**

(DATED 25 MARCH 2010, for Academic Year 2010-2011)

This memorandum of agreement establishes a cooperative degree program between Fort Leavenworth and the United States Army's Command and General Staff College (CGSC) and Webster University. Its purpose is the establishment of a program allowing qualified CGSC resident students and graduates who have completed approved coursework with the CGSC an opportunity to complete the following coursework for a Webster University masters degree in the following degree programs:

- Master of Business Administration
- Master of Arts in Management
- Master of Arts in Human Resources Management
- Master of Arts in Procurement and Acquisition Management
- Master of Arts in Information Technology Management
- Master of Arts in Business and Organizational Security Management
- Master of Arts in International Relations

Admission to Webster University

Requirements for admission to the CGSC Cooperative Masters Degree Program are as follows:

- ◆ This agreement between the U. S. Army Command and General Staff College and Webster University will apply to all officers completing CGSC to include U.S. Marine Corps, U.S. Air & Army National Guard, U.S. Air & Army Reserve U.S. Air Force, U.S. Navy and International Officers. All participants in the program must submit an official transcript from CGSC that reflects CGSC course work required of each degree in this program.
- ◆ Completion of a bachelor's degree from a regionally-accredited college or university, and submission of an official transcript reflecting conferral of degree.
- ◆ Completion and submission of the Webster University graduate school application form with nonrefundable application fee.
- ◆ Participants in this program are not required to complete separate graduate entrance examinations such as Graduate Record Exam (GRE), Graduate Management Admission Test (GMAT), or Miller's Analogy Test (MAT). Letters of recommendation will not be required.
- ◆ All students should consult the academic policies and procedures section of the current Webster University Graduate Studies Catalog concerning admission, enrollment and academic policies.

Master of Business Administration (M.B.A.)

The master of business administration (M.B.A.) program provides training in business for students interested in understanding the working nature of business in a competitive environment. Courses in the M.B.A. program integrate information and theories from various disciplines, including accounting, economics, finance, marketing, production operations, and strategic management. The objective of this program is to develop students into broadly educated business managers and executives who understand the nature of business as a whole, with the tools and techniques applicable to a wide variety of business situations. The capstone for the M.B.A. program gives students the chance to bring together all of the theories, skills, and tools studied during the program and integrate them into a learning experience that highlights the nature of competition and the kind of strategic maneuvering that must be done in order to succeed.

Students majoring in the Master of Business Administration (MBA) degree are required to complete the following 24 semester hours of Webster University coursework and MBA prerequisite courses, as needed:

- MRKT 5000 Marketing
- MNGT 5990 Corporate Responsibility and Society
- FINC 5000 Finance
- FINC 5880 Advanced Corporate Finance
- BUSN 5760 Applied Business Statistics
- BUSN 6070 Management Accounting
- BUSN 6110 Operations and Project Management
- BUSN 6120 Managerial Economics
- BUSN 6200 Strategy and Competition

- *Prerequisite Courses:*
- BUSN 5000 Business
- BUSN 5600 Accounting Theory and Practice
- BUSN 5620 Current Economic Analysis

Qualified students enrolled in the CGSC/Webster M.B.A. program are awarded 12 semester hours of graduate credit toward the Master of Business Administration degree as shown in the following chart:

Webster University Master of Business Administration Course Number and Title	Credit Hours	Command and General Staff College Course Number and Title	Credit Awarded
MRKT 5000 Marketing	3 SH		
MNGT 5590 Organizational Behavior		L-100 Leadership and F-100 Force Management	3 SH
MNGT 5990 Corporate Responsibility and Society	3SH		
FINC 5000 Finance	3 SH		
FINC 5880 Advanced Corporate Finance	3 SH		
BUSN 5760 Applies Business Statistics	3 SH		
BUSN 6070 Management Accounting	3 SH		
BUSN 6110 Operations and Project Management	3 SH		
BUSN 6120 Managerial Economics	3 SH		
BUSN 6200 Strategy and Competition	3 SH		
Graduate Elective Courses Required		C100 Foundations C200 Strategic Studies C300 Operational Studies	6 SH*
Total Transfer Credit Awarded from CGSC			9 SH*
Total Webster Credits Required of CGSC Graduates	24SH		
Total Semester Hours Required for Degree	36SH		
<i>Prerequisite Courses (See note below)</i>			
BUSN 5000 Business	3SH		
BUSN 5600 Accounting Theory and Practice	3SH		
BUSN 5620 Current Economic Analysis	3SH		

**Students entering in or after academic year 2012-13 must follow current MBA requirements, which only require 6 SH of elective work.*

Note: Program prerequisites are to be completed before beginning coursework for the MBA for those students who have not completed prerequisite courses (or an appropriate equivalent) within five years of entering the program and having earned a grade of B or better. If the appropriate prerequisite course content was completed more than five years prior to entering the program, the department will allow a waiver if the student demonstrates command of the content area by successfully completing a waiver examination. Prerequisite courses may not count as electives in the 36-credit-hour MBA.

Master of Arts in Information Technology Management (ITM)

The Master of Arts in Information Technology Management degree requires satisfactory completion of 24 credit hours of the ITM curriculum and 12 credit hours of graduate electives for a total of 36 credit hours. The student chooses elective courses offered in this major, from the program curricula of other Webster University School of Business and Technology majors.

Qualified CGSC students enrolled in the M.A. in Information Technology Management are awarded 12 semester hours of transfer credit, which is applied as 3 semester hours of required core courses and a 9 semester hour elective course. Satisfactory completion of the ITM program requires the following Webster University courses:

Webster University Information Technology Management Course Number and Title	Credit Hours	Command and General Staff College Course Number and Title	Credit Awarded
ITM 5000 Information Technology Management: Overview (Requisite Course)	3 SH		
MNGT 5590 Organizational Behavior		L100 Leadership and F100 Force Management	3 SH
BUSN 5200 Basic Finance for Managers	3 SH		
ITM 5100 Information and Communications Systems and Networks	3 SH		
ITM 5200 Project Management of Information Technology	3 SH		
ITM 5300 Procurement and Contract Management for Information Technology	3 SH		
ITM 5400 Systems Analysis, Design and Implementation	3 SH		
ITM 5600 Information and Communications Security	3 SH		
ITM 6000 Final Project in Information Technology Management	3 SH		
Graduate Elective Courses Required		C-100 Foundations C-200 Strategic Studies C-300 Operational Studies	9 SH
Total Transfer Credit Awarded for CGSC			12 SH
Total Webster Credits Required of CGSC Graduates	24 SH		
Total Semester Hours Required for Degree	36 SH		

Master of Arts in Management (MNGT)

The Master of Arts in Management degree requires satisfactory completion of 24 credit hours of the MNGT curriculum and 12 credit hours of graduate electives for a total of 36 credit hours. Qualified CGSC graduates enrolled in the M.A. in Management are awarded 15 semester hours transfer credit, which is applied as a 3 semester hour required core course and 12 semester hours of elective courses in the MNGT program. Satisfactory completion of the MNGT program requires the following Webster University courses:

Webster University Management Course Number and Title	Credit Hours	Command and General Staff College Course Number and Title	Credit Awarded
MNGT 5000 Management (Requisite Course)	3 SH		
MNGT 5590 Organizational Behavior		L-100 Leadership and F-100 Force Management	3SH
MNGT 5650 Management and Strategy	3 SH		
HRMG 5000 Managing Human Resources	3 SH		
MNGT 5670 Managerial Leadership	3 SH		
HRDV 5630 Organization Development and Change	3 SH		
BUSN 5200 Basic Finance for Managers	3 SH		
MNGT 6000 Integrated Studies in Management	3 SH		
Graduate Elective Courses Required		C-100 Foundations C-200 Strategic Studies C-300 Operational Studies C-400 Army Operations	12 SH
Total Transfer Credit Awarded for CGSC			15 SH
Total Webster Credits Required of CGSC Graduates	21 SH		
Total Semester Hours Required for Degree	36 SH		

Master of Arts in Human Resources Management (HRMG)

The Master of Arts in Human Resources Management degree requires satisfactory completion of 21 credit hours of the HRMG curriculum and 15 credit hours of graduate electives for a total of 36 credit hours. Qualified CGSC graduates enrolled in the M.A. in Human Resources Management are awarded 15 semester hours transfer credit, which is applied as a 6 semester hour required core course and 9 semester hours of elective courses in the HRMG program. Satisfactory completion of the HRMG program requires the following Webster University courses:

Webster University Human Resources Management Course Number and Title	Credit Hours	Transfer Credit Awarded for CGSC	Credit Awarded
HRMG 5000 Human Resources Management (Requisite Course)	3 SH		
MNGT 5590 Organizational Behavior		L-100 Leadership and F-100 Force Management	3 SH
BUSN 5200 Basic Finance for Managers	3 SH		
HRDV 5610 Training and Development		C-500 Joint Functions C-600 Planning and Training	3 SH
HRMG 5700 Employment Law	3 SH		
HRMG 5800 Staffing	3 SH		
HRMG 5920 Compensation	3 SH		
HRMG 5930 Labor Management Relations	3 SH		
HRMG 6000 Integrated Studies in Human Resources Management	3 SH		
Graduate Elective Courses Required		C-100 Foundations C-200 Strategic Studies C-300 Operational Studies	9SH
Total Transfer Credit Awarded for CGSC			15 SH
Graduates	21 SH		
Total Semester Hours Required for Degree	36 SH		

Master of Arts in Business and Organizational Security Management (SECR)

The Master of Arts in Business and Organizational Security Management degree requires satisfactory completion of 21 credit hours of the SECR curriculum and 15 credit hours of graduate electives for a total of 36 credit hours. Qualified CGSC graduates enrolled in the M.A. in Business and Organizational Security Management are awarded 15 semester hours transfer credit, which is applied as a 3 semester hour required core course and 12 semester hours of elective courses in the SECR program. Satisfactory completion of the SECR program requires the following Webster University courses:

Webster University Business and Organizational Security Management Course Number and Title	Credit Hours	Command and General Staff College Course Number and Title	Credit Awarded
SECR 5000 Security Management (Requisite Course)	3 SH		
SECR 5010 Legal and Ethical Issues in Security Management	3 SH		
SECR 5020 Security Administration and Management		C200 Strategic Studies	3 SH
SECR 5030 Business Assets Protection	3 SH		
SECR 5060 Emergency Planning	3 SH		
SECR 5080 Information Systems Security	3 SH		
SECR 5090 Behavioral Issues	3 SH		
SECR 6000 Integrated Studies in Security Management	3 SH		
Graduate Elective Courses Required		C100 Foundations C300 Operational Studies C400 Army Operations F100 Force Management L100 Leadership	12SH
Total Transfer Credit Awarded for CGSC			15 SH
Total Webster Credits Required of CGSC Graduates	21 SH		
Total Semester Hours Required for Degree	36 SH		

Master of Arts in Procurement and Acquisitions Management (PROC)

The Master of Arts in Procurement and Acquisitions Management degree requires satisfactory completion of 21 credit hours of the PROC curriculum and 15 credit hours of graduate electives for a total of 36 credit hours. Qualified CGSC graduates enrolled in the M.A. in Procurement and Acquisitions Management are awarded 15 semester hours transfer credit, which is applied as 15 semester hours of elective courses in the PROC program. Satisfactory completion of the PROC program requires the following Webster University courses:

Webster University Procurement and Acquisitions Management Course Number and Title	Credit Hours	Command and General Staff College Course Number and Title	Credit Awarded
PROC 5000 Procurement and Acquisitions Management (Requisite Course)	3 SH		
PROC 5810 Acquisitions Law	3 SH		
PROC 5820 Operations Management	3 SH		
PROC 5830 Pricing	3 SH		
PROC 5840 Negotiations	3 SH		
PROC 5850 Logistics	3 SH		
PROC 6000 Integrated Studies in Procurement and Acquisitions Management	3 SH		
Graduate Elective Courses Required		C100 Foundations C200 Strategic Studies C300 Operational Studies C400 Army Operations F100 Force Management L100 Leadership	15 SH
Total Transfer Credit Awarded for CGSC			15 SH
Total Webster Credits Required of CGSC Graduates	21 SH		
Total Semester Hours Required for Degree	36 SH		

Masters in International Relations (INTL)

The Master of Arts (M.A.) in International Relations enables CGSC students to add to their military studies in analyzing the complexities and processes involved in world politics and international affairs. Webster University coursework provides exposure to the key subfields of the international community and relevant issues such as globalization, human rights, humanitarian action, and economic development. This program is ideal for CGSC students continuing their military career at the joint operational and strategic levels of service, to include governmental agencies, intergovernmental organizations, nongovernmental organizations, or multinational corporations. This program is also recommended to students planning to pursue a Ph.D., or an academic career at other institutions.

Program Curriculum

The 36 credit hours required for the Master of Arts (M.A.) degree must include the following courses for a major in International Relations:

- INTL 5000 Introduction to International Relations (3 credit hours)
- INTL 5100 Research Methods and Perspectives (3 credit hours)
- Two courses from Comparative Politics Cluster (6 credit hours)
- Four courses from International Politics Cluster (12 credit hours)
- Three International Relations Elective Courses (9 credit hours)
- INTL 6000 International Relations: Theory and Practice (3 credit hours)

Qualified students enrolled in the CGSC/Webster INTL Cooperative Masters Degree Program are awarded 12-15 semester hours of graduate transfer credit. This credit may include 12-SH for CGSC core courses and 3-SH for CGSC elective program (AAP) courses. Specific transfer credit requirements are shown the following chart:

Webster University International Relations Course Number and Title	Credit Hours	Command and General Staff College Course Number and Title	Credit Awarded
<u>Required Courses Cluster</u> (3 courses are required)			
INTL 5000 Introduction to International Relations	3 SH		
INTL 5100 Research Methods and Perspectives	3 SH		
INTL 6000 International Relations: Theory and Practice	3 SH		
<u>Comparative Politics Cluster</u> (2 courses are required)			
INTL 5050 Comparative Politics	3 SH		
INTL 5580 Politics of Development	3 SH		
INTL 5600 Area Studies	3 SH	A 551 Pacific Strategic Studies A 554 Middle East Strategic Study A 558 Military Operations and Culture-Iraq A 560 Military Operations and Culture- Afghanistan A 561 Post-Cold War East Europe and Eurasia A 562 Africa Strategic Studies A 565 Post-Cold War Eurasia A 568 Latin American & Caribbean Strategic Studies <i>Student must take two of the courses above.</i>	3 SH
INTL 5605 Topics in Comparative Politics	3 SH		
INTL 5625 Middle East Area Studies	3 SH		
INTL 5635 Western European Area Studies	3 SH		
INTL 5645 Asian Area Studies	3 SH		
INTL 5655 African Area Studies	3 SH		
INTL 5665 South and Central Asian Area Studies	3 SH		
INTL 5675 Russia and Eastern European Area Studies	3 SH		
INTL 5685 Latin American Area Studies	3 SH		

<u>International Politics Cluster</u> (4 courses are required)			
INTL 5400 International Political Economy	3 SH		
INTL 5510 Theories of International Relations	3 SH		
INTL 5530 International Law	3 SH		
INTL 5540 International Organizations	3 SH		
INTL 5550 War and Diplomacy		A 512 National Security Policy Formulation A 514 Current Strategic Concepts A 516 The Economic Instrument of Power A 517 Diplomatic Instrument of Power <i>(Students must take any two of the four courses for 3 SH)</i>	3 SH
INTL 5560 US Foreign Policy	3 SH		
INTL 5570 Comparative Foreign Policy	3 SH		
INTL 5700 Humanitarian Issues in International Politics	3 SH	A 522 Peace Operations A 523 Foreign Humanitarian Assistance Operations <i>(Students must take both courses from this group for transfer credit)</i>	3 SH
INTL 5800 Globalization	3 SH		
INTL 5860 Issues in International Politics: Strategic Studies: Strategic Studies	3 SH	C200 Strategic Studies (CGSC Core Course)	3 SH
INTL 5860 Issues in International Politics: Terrorism		A 504 Homeland Security Studies and A 529 Understanding Terrorism <i>(Students must take both courses from this group for transfer credit)</i>	3 SH
INTL 5860 Issues in International Politics: Controlling Weapons of Mass Destruction		A 525 Introduction into Combating WMD and A 526 Proliferation of WMD <i>(Students must take both courses from this group for transfer credit)</i>	3 SH
INTL 5860 Issues in International Politics: National Security Policy and Strategy		A 512 National Security Policy Formulation and A 514 Current Strategic Concepts <i>(Students must take both courses from this group for transfer credit)</i>	3 SH

INTL 5870 International Politics and Laws of Outer Space	3 SH		
INTL 5890 Terrorism in World Politics	3 SH		
<u>International Relations Elective Courses</u> (Three (3) courses are required)	9 SH		
		C300 Operational Studies	3 SH
		H100 Transformation in the Shadow of Global Conflict and H200 Military Revolutions	3 SH
		L100 Leadership F100 Force Management	3 SH
Transfer Credit Awarded for CGSC: CGSC Core Courses			12 SH
Optional Transfer Credit for CGSC: CGSC Program Electives (CGSC AAPs) Maximum 15 SH credit awarded for CGSC core courses and AAPs)			3 SH
Maximum credit awarded for CGSC			15 SH
Total Webster Credits Required: Webster University Courses			21 SH
Total Semester Hours Required for Degree			36 SH

All students should consult the academic policies and procedures section of the current Webster University Graduate Studies Catalog concerning admission, enrollment and academic policies. This memorandum of agreement will be effective upon execution by the below participants to the agreement, and will continue until written notice of cancellation is received a minimum of 180 days before such cancellation. All CGSC elective courses will be reviewed annually for course title and number changes and credit recommendations where appropriate. At the end of five years, this agreement will be subject to review and renegotiation. An appropriate liaison from each institution will be designated to coordinate all aspects of this agreement and any future joint projects.