I. IDENTIFYING INFORMATION

Course: MSA 699  
Course Title: Applied Research Project in Administration  
CRN: 22218633  
Term: Fall I  
Location: Wright Patterson AFB Center  
Course Dates: 8/10, 8/11, 9/28, 9/29, 12/8/2012  
Course Days and Times: Fri 6:00PM-10:00PM; Sat 8:00AM-4:30PM;  
Prerequisites: MSA 600, MSA 602 or MSA 634 or MSA 635, MSA 603 or MSA 640 all with a grade of C or better; 24 hours of graduate credit

**Blackboard**

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Instructor: Donald Brechtel  
Primary Phone Number: 727-647-4543  
E-Mail Address: brech1d@cmich.edu  
Availability: 8-5  

**Academic Biography:**

BS, Industrial Production Management, California State University; MS, Logistics Management (Procurement), Air Force Institute of Technology; MBA, Management Science, Florida State University; DBA, Management Science, Florida State University. Teaching Experience: University of Tampa, Troy University, Chapman University, University of San Diego, Central Michigan University, Air Force Institute of Technology, Wright State University, Florida State University, and Wittenberg University.

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P.O. Box 463  
Largo, Florida 33779

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

Textbooks and Course Materials:  
**Title:** Student Guide to the MSA Capstone Project  
**Author:** CMU MSA Program Office  
**Edition:**  
**ISBN:** N/A  
**Publisher:** [http://www.cmich.edu/Graduate_Studies/Master_of_Science_in_Administration/Research_Review.htm](http://www.cmich.edu/Graduate_Studies/Master_of_Science_in_Administration/Research_Review.htm)  
Required: Yes

Order books from MBS at: [http://bookstore.mbsdirect.net/cmuh.htm](http://bookstore.mbsdirect.net/cmuh.htm)
III. COURSE DESCRIPTION

Research project on a practical organizational administrative issue and/or problem integrating theoretical, methodological, and applied knowledge from core and concentration coursework with student’s professional experience. This course is approved for offering in a distance learning format.

IV. COURSE GOALS AND OBJECTIVES

Upon successfully completing this course, the student will be able to:

1. Conduct applied research in the field of Administration.
2. Analyze administrative issues and problems critically and creatively.
3. Identify, collate, synthesize, and use primary scholarly research sources to generate research questions to examine a professional work-related problem.
4. Apply quantitative and/or qualitative research methods to examine a professional work related problem.
5. Develop research findings and make recommendations based on literature and data analysis.
6. Effectively present findings and recommendations to solve or improve upon a professional work-related problem.
7. Present and defend their research when it comes under scholarly and/or professional scrutiny.

V. METHODOLOGY

The MSA 699 Project is the final challenge of the Master's Degree. It requires a great deal of individual initiative, self discipline and effort. It will test the student's ability to think and write in at least six different ways: (1) To define significant practical problems or issues, (2) To give a clear, factual description of the problem or issue from a senior management perspective, (3) To create a realistic research strategy, (4) To identify major contributing factors or phenomena and define their underlying relationship to the problem or issue, (5) To demonstrate creative thinking in developing solutions or alternative courses of action, and (6) To present logical, convincing arguments to the target audience.

The course format is an individual tutorial with the student conducting research/writing supported by instructor-student conferences scheduled as necessary. The classroom portion leads to the further development of a project proposal described below. The proposal demonstrates the relevance of the topic, the ability of the student to complete the project, and the student's general understanding and knowledge of the topic's literature. Following acceptance of the proposal and Research Review Application (RRA) or Institutional Review Board (IRB) completion, data collection, data analysis and interpretation, summary, conclusions, and recommendations based upon the data gathered are presented in the finished Research Project.
VI. COURSE OUTLINE/ASSIGNMENTS

Pre-Class Assignment:

Students should be prepared to discuss "The Project Proposal" as outlined in the Student Guide to the MSA 699 Project. The student should follow the requirements in the Student Guide to the MSA 699 Project and utilize the sample "Table of Contents" to prepare a draft proposal. A complete draft proposal will include the following: 1. Title Page, 2. Executive Summary (Start), 3. Table of Contents, 4. Chapter I: Definition of the Problem, 5. Chapter II: Literature Review (Start), 6. Chapter III: Research Methodology, 7. References (Start), and 7. Appendix A: Survey Instrument (If Appropriate). As a minimum, the student should be prepared for a review of "Chapter I: The Problem Statement" during the first weekend of class.

IMPORTANT: Students may not be ready to enroll in MSA 699 unless (a) the student has already selected a work-related, administrative research problem that allows adequate data analysis, or the project must be concentration related--at a minimum. (b) the student has access to suitable and sufficient data sources, and (c) the appropriate organizational authority over the topic and data sources has granted permission in writing on the organization’s official and original letterhead.

Course Outline:


- Elements of clear, concise, logical written exposition. The importance of graduate-level writing. Common errors to avoid in research.

- Individual sessions to discuss student's proposal/reports.

- Administrative requirements to complete the MSA 699 Project.

By September 8, 2012, the student should have an approved proposal and have submitted the Research Review Application (RRA) or Institutional Review Board (IRB) request to continue in the course.

Assignment Due Dates:

The Final MSA 699 Report (one original paper copy and one electronic copy of the final project report) must be received by the instructor December 8, 2012, if the student expects to receive a grade for the completed project. With the paper copy, the student should provide a stamped, self-addressed envelope for the graded paper copy to be returned to the student. The student should also send electronically the completed top section of the "Final MSA 699 Project Evaluation Form" along with the completed MSA 699 Project Report. Upon concurrence by the instructor, an incomplete grade for MSA 699 may be assigned for projects not turned in on time.

After the student's proposal is approved and the RRA/IRB is approved, the student may conduct field research and develop Chapters IV and V. Students are urged to employ the CMU writing center to assist in editing and the use of APA Style Manual.

Post-Class Assignment:

- Following completion of the work scheduled in the first two sessions, the remainder of the project will be carried out by the student on an independent basis, with the student submitting the final proposal for comments and the final paper for grading, review and forwarding to the campus.

- Successful preparation of the Research Report in a timely manner.

Student Involvement Hours:

Student Involvement Hours: Most students will require a minimum of 150 clock hours work for completion of an Integrative Project which must reflect the master's level work. The project report must be of sufficient depth to deal completely with the issue. Its length is 35 or more typewritten pages excluding tables, figures, and appendixes. The page count is to include only
Chapters I through V. The cover sheet, table of contents, appendices, acknowledgment and dedications do not cover for page count. Once the project proposal has been accepted, the proposal directs the student toward project completion. Students will not deviate from the approved proposal without prior instructor approval received through the development of an amended proposal. The Proposal will be a minimum of fifteen pages in length with a minimum of fifteen citations in the review of literature. The final project report will grow to a minimum of 35 pages (within Chapters I-V only) and 20 citations in the completed project.

Contents of the proposal and structure of the MSA 699 Integrative Project are contained in the Student Guide to the MSA Capstone Project, located on the OCLS web site.

VII. CRITERIA FOR EVALUATION

Evaluation Criteria:

There will be no exams. The student's work will be evaluated on the basis of his or her completed MSA 699 Project.

Quality of the Content, Scope, Depth, and Format. The final paper will contain a minimum of 35 pages (within Chapters I-V only, excluding reference pages, cover sheet, executive summary, tables of contents) and 20 citations in the completed project. The final paper evaluation will include: 1. A well conceptualized problem statement. 2. A research strategy appropriate to the problem selected. 3. Literature review related to the problem statement and comprehensive enough for the subject studied. The research design (sample, data collection and data analysis methodologies) is appropriate to the type of problem researched. The literature review (and other portions of the paper) will give appropriate credit to others for their work, including indirect and direct quotations. 4. The data analysis/synthesis is appropriate, flows from data collected, and fully explores the research questions or evaluates the research hypotheses. 5. Conclusions integrate the major findings of the literature and the findings of the study which relate to the research objectives. 6. The recommendations flow from the conclusions and represent application of the findings and their relationship to the problem statement. 7. The paper follows the APA format and includes attention to grammar and syntax. 8. The executive summary includes the important details of the study within two pages. Final Projects will be printed on one side only.

Grading Scale:

95-100=A, 90-94=A-, 87-89=B+, 83-86=B, 80-82=B-, 77-79=C+, 74-76=C

Grading Scale: A through C- and E. Grades of C- and E are both failing grades in this course.

Student's Rights and Responsibilities: http://www.cmich.edu/policies-procedures/code-student-rights.htm

•bull; The Research Review Application (RRA) (and if later directed to complete the full IRB Application) are available on-line at irbnet.org, as well as in the Student Guide.
•bull; Student Guide shows completed examples of the RRA application.

Late Assignments:

Assignments are due as stated unless prior arrangements have been made with the instructor.

For Grading of the Project, any materials received after December 8, 2012, will not be accepted for the end of the course. If the Project has not been submitted December 8, 2012, the student must re-enroll in the class.

Make-ups and Rewrites:

N/A

VIII. EXPECTATIONS

Attendance and Participation:

Students must attend all class sessions.

Prepare a clean draft of the project report and send it as an unbound hard copy for review and comment. Include a self-addressed stamped envelope to return the final report to you. One (1) electronic copy of the final project are to be submitted. It is the student's responsibility to retain a copy of all materials submitted to the instructor.

Students are expected to attend all scheduled class meetings (The Workshop Week-ends). Discuss any personal hardships that may interfere with attendance directly with the instructor.
**Academic Integrity:**

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (https://bulletins.cmich.edu/).

**Student Rights and Responsibilities:**

Each member of the Central Michigan University community assumes an obligation regarding self conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at https://www.cmich.edu/about/leadership/office_provost/dean/Pages/Code-of-Student-Rights.aspx.

**IX. SUPPORT SERVICES AND OTHER REQUIREMENTS**

**Global Campus Library Services (GCLS)**

CMU offers you a full suite of library services through its Global Campus Library Services (GCLS) department. Reference librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the GCLS website at http://ocls.cmich.edu for more information.

**Reference librarian contact information:**
1. By phone: (800) 544-1452.
2. By email: oclsref@cmich.edu
3. By online form: http://ocls.cmich.edu/reference/index.html#form

**Documents on Demand office contact information:**
1. By phone: (800) 274-3838
2. By email: docreq@cmich.edu
3. By fax: (877) 329-6257

**Writing Center**

The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit http://webs.cmich.edu/writingcenter/

**ADA**

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Susie Rood, Director of Student Disability Services at (800) 950-1144, extension 3018 or email her at sds@cmich.edu, at least 4 weeks prior to registering for class. Students may find additional ADA information and forms at http://go.cmich.edu/support_services/academic/StudentDisabilityServices/Pages/default.aspx

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

**X. BIBLIOGRAPHY**

Consult CMU Library for a current bibliography of this course.