

Kettering | ONLINE
UNIVERSITY

PROGRAM GUIDE

ONLINE.KETTERING.EDU



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LEADERS
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WELCOME TO KETTERING UNIVERSITY ONLINE

Kettering University Online offers you the opportunity to earn prestigious master's level credentials in a way that fits your busy life. You learn 100% online in six- and eight-week intervals. Courses are offered several times a year to allow you to select the terms that fit best for your busy lifestyle.

Unlike other online graduate degree programs, our courses are not primarily made up of video-based lectures. Rather, in your courses, you have opportunities to interact with your professors and fellow students through highly-interactive discussion forums and assignments. This allows for a seminar approach to learning. In addition, course activities can be personalized to your industry and organization, providing you the opportunity to learn today and use tomorrow. This gives you an experiential approach to your assignments thereby providing you and your organization a value-add.

Benefits of Kettering University Online include:

- Interactive online classroom
- Learn from industry experts with high-quality academic credentials
- Opportunity to learn and share with fellow students with career experience
- Learn today-Use tomorrow — The ability to translate coursework to your current work or life situation
- Shortened course length (6-8 weeks)
- Professional Advising –You develop a relationship of support with a dedicated Professional Advisor who supports your academic success

I invite you to browse our site to learn more about what makes Kettering University Online unique. If you have questions, please do not hesitate to reach out to a Kettering University **Online Enrollment Advisor at 1-855-341-2517**. We are here to assist you every step of the way.

Kind regards,

Christine M. Wallace, Ph.D., M.Ed.
Vice President for Kettering Global

About Kettering University Online

- Nearly 1,000 Kettering University graduates are C-level executives with major companies.
- Kettering University ranks 14th among non-PhD granting engineering universities in the nation in *U.S. News and World Report's* 2016 'Best Colleges' edition
- Kettering University Graduate Programs are accredited by The Higher Learning Commission

At Kettering University Online, we prepare working adults for lives of extraordinary leadership and service by linking transformative experiential learning opportunities to rigorous online academic programs in engineering management, operations management and lean manufacturing.

A WORLD-CLASS CURRICULUM DESIGNED FOR WORKING ADULTS

Kettering University Online makes the delivery of academic programs as dynamic and innovative as the programs themselves. Our Online course delivery system is designed for busy working professionals, with 24/7 access to course materials. You learn from respected Kettering University faculty and contributing faculty, and you earn the same degree as our on-campus students.

THE KETTERING UNIVERSITY ONLINE EXPERIENCE

- Complete your program 100% online
- A personal Kettering University Professional Advisor assists you from enrollment through graduation
- Engage in a highly collaborative and easy-to-use online course delivery system
- Experiential learning prepares you to add value immediately to your organization
- Receive real-time feedback from Kettering University Online instructors
- Enjoy opportunities to build your professional network with fellow working adults in your field

Over 550 Corporate Sponsors

Our relationships with more than 550 corporate partners provide insight into market demands and the needs of global industries. You become part of a network of organizations, companies and leaders who understand the benefits of a Kettering University education. If you are looking for a new career or wanting to make a career move, starting with a corporate partner may give you that extra edge.



"Most graduate programs prepare you to pursue a Ph.D. Ours prepares you for a career."

DR. CRAIG HOFF
Department Head, Mechanical Engineering



MASTER OF
**BUSINESS
ADMINISTRATION**

\$42,720 | 100% ONLINE

FAST FACTS

- ACBSP- accredited degree program
- Certificates available in Global Leadership, Healthcare Management, Operations Management and Supply Chain & Enterprise Resource Planning (ERP)
- No GMAT or GRE required, so you can get started quickly
- Take your classroom learning to your job in the same week
- Affordable tuition with a wide range of financial aid options

Master of Business Administration

ELEVATE YOURSELF WITH AN MBA FROM KETTERING UNIVERSITY ONLINE. PREPARE YOURSELF FOR THE NEXT PHASE OF YOUR CAREER AND LEARN THE SKILLS NEEDED TO BECOME EFFECTIVE LEADERS.

Kettering MBA graduates leave academically prepared for a business career. Students will have the perspective and skills that create productive employees and managerial leaders.

The Kettering University Online Program prepares you to:

- Gain integrated knowledge of business management
- Demonstrate the ability to perform as management professional
- Obtain skills required to be productive leaders
- Position perspective and skills to create and manage productive employees

Why earn your MBA?

The online Kettering MBA allows you to customize the program through concentrations to fit your professional needs. The MBA program is perfect for engineers seeking to expand their career opportunities by honing their business acumen. The online MBA is also ideal for students looking to expand their business knowledge, such as operations managers or professionals wanting to enter management positions.

Program Skills

- Understand valuation of financial assets in the marketplace
- Explore complex issues and business from a global perspective
- Practice structured problem-solving methodology DMAIC.
- Formulate, Implement, and evaluate company policy and strategy in a managerial role
- Demonstrate best practices in managing marketing relationships and bringing a product to market
- Prepare for management positions in high-tech and manufacturing companies.

“Students who graduated from Kettering are ready to participate in dynamic business environments.”

RICHARD DeVAUGHN
President and CEO,
The Arcadia Group International, LLC

Program Requirements/Course Descriptions

ACCT-518 | Accounting/Financial Concepts

Students will gain an understanding of how accounting data is developed and used by managers in making decisions. The course is divided into three sections. First, the Financial Accounting section discusses how basic financial events are recorded and presented in the accounting statements. Second, the Cost Accounting section discusses the nature and recording of manufacturing costs, development of overhead rates, job and process costing, budgeting, and control of manufacturing cost. Third, the Managerial Accounting section discusses profit volume analysis, relevant cost analysis, time value of money concepts, and capital budgeting.

ECON-513 | Microeconomic and Macroeconomic Concepts and Applications

This course consists of two modules: One in managerial economics and another in intermediate macroeconomics. The course is designed to serve as a prerequisite course for students entering graduate programs in management and related fields.

MGMT-521 | Statistical and Quantitative Methods for Managerial Decision 4 Credits

Learn about the principles and techniques for collecting, analyzing, interpreting, and communicating information based on data. Data analysis emphasizes the fundamentals behind designing data collection strategies that lead to useful information for problem solving and process and product improvements. Data analysis techniques include descriptive statistics, basic hypothesis testing, experimental design, and regression analysis. Use of a statistical software will be made to illustrate important data analysis concepts with a focus on understanding the computer output. The project requirement is expected to enable students to apply the data analysis concepts learned in the class. In summary, this course will assist the students to become knowledgeable consumers of data analysis, its applications and limitations.

MGMT-550 | Mgmt Concepts and Applications

Both the art and the science of management will be introduced and examined through multiple perspectives within a global and ethical context. An examination of the functions of a manager builds upon the elements of organizational and behavioral theory. Principles of organizational structure and design will also be discussed. The importance of management in dealing with the complexity of modern organizations will be emphasized throughout.

MRKT-570 | Marketing Concepts and Applications

An overview of consumer marketing's role in business is provided in this course. Marketing Concepts and Applications are integrated into a marketing discipline that enables students to become effectively engaged in consumer to customer product and service related endeavors.

ACCT-639 | Managerial Accounting

The use of managerial accounting information for planning and control will be studied. Case studies emphasize the role of accounting information in the decision making process. Designing, implementing, and the use of planning and control systems to achieve the firm's strategies are emphasized. Ethics issues are also addressed throughout the course.

BUSN-659 | International Business

An overview of the expanding role of international business in the world marketplace is provided. Emphasis is placed on exploring the complex issues relating to the best practices in International Business. This course will use case studies to illustrate the major topics.

FINC-619 | Financial Management

The performance of the financial management role in a firm is provided in this course. The first half of the course focuses on the theoretical valuation of stocks and bonds and the capital markets in which they are traded. The second half of the course focuses on both the use of financial leverage by the firm and working capital management. The need for financial managers to provide both ethical and legal leadership for the firm is stressed throughout the course.

ISYS-669 | Enterprise Information System Models

An overview of information systems (IS) viewed at two levels: the strategic role of IS and a process-oriented view of the organization and its relationships with suppliers, customers, and competitors. We view processes as vehicles for achieving strategic objectives and transforming the organization. The major focus of the course is how organizations implement processes globally using enterprise resource planning (ERP), supply chain management (SCM), customer relationship management (CRM) Product Lifecycle Management (PLM) and social networks. The course also provides a brief IS infrastructure overview and addresses key IS management topics. Students learn about the ethical and legal implications of information systems.

MGMT-639 | Managing People & Organization

Students are prepared for management positions in high tech and manufacturing companies. In this overview course, students will be introduced to the most important concepts and issues concerning the management and leadership of high technology staff. Subjects include high tech leadership and communication, change management, lean thinking, HR issues, ethics and persuasion.

MGMT-659 | Strategy

The capstone business class focuses on the formulation, implementation, and evaluation of organizational policy and strategy from the perspective of the senior manager/strategy planner. Consideration is additionally given to information technology, global operations, ethics, legal perspectives and the functional level strategies of the organization. An integrative approach uses the case method to explore executive decision making in the global marketplace.

Program Requirements/Course Descriptions

MGMT-661 | Operations Management in Service Organizations

An exposure to and an understanding of the core concepts and tools of operations management are provided in this course. These concepts and tools will be presented in a manner that will allow students to understand the fundamental importance of coordinated operational activities. The class will examine how to effectively integrate operations across all functional areas of the organization in delivering the combination of service and manufactured value required to satisfy customers. Recognition of the importance of adding value and customer satisfaction to the long-term viability of both for-profit and not-for-profit firms will be emphasized.

MRKT-679 | Marketing Management

An overview of marketing's role in connecting businesses to other businesses is provided in this course. While this course will cover the basic Business Management topics, a special emphasis is placed on the best practices in market relationship management, supply chain management, and strategy development. Cases will be used throughout the course to illustrate various concepts and issues.

BUSN-779 | MBA Capstone: Innovation & New Ventures

This capstone focuses on the creation or startup of a new organization based on an innovation in product, process or delivery. Particular emphasis is placed on creating a new products or services in response to a human need, testing at several stages of the new product development process, gaining initial customers, gaining distribution, obtaining financial support and managing the new organization. This is a "hands on" course where students will actually develop some new product idea and/or prototype, conduct various types of market research and write initial business plans. The course is flexible to support students interested in a variety of fields.

General Concentration

(This is a Concentration only.)

- BUSN-689 | Organizational Behavior
- Select two 600-level or above electives from any graduate course in ISYS, IME, MFGO, or MGMT

Global Leadership Graduate Certificate Courses:

- BUSN-689 | Organizational Behavior
- MGMT-649 | Ethics and Leadership
- MGMT 679 | Leadership

Healthcare Management Graduate Certificate Courses:

- IME 656 | Engineering for Healthcare Systems
- HMGT 609 | Healthcare Management

Plus one of the following:

- IME 676 | Lean Six Sigma
- MGMT 669 | Supply Chain Operations

Operations Management Graduate Certificate Courses:

- IME 676 | Lean Six Sigma
- MGMT 609 | Technology Management
- MGMT 619 | Project and Change Management

Supply Chain & Enterprise Resource Planning (ERP)

Graduate Certificate Courses:

- IME 652 | Designing Value in the Supply Chain
- IME 654 | Enterprise Resource Planning
- MGMT 669 | Supply Chain Operations

Admission Requirements

Domestic

- 3.0 on a 4.0 grading system, or the international equivalent (85 overall grade point average on a 100-grade-point scale.)
- Application for admission
- Official transcripts from a regionally accredited U.S. university or an international equivalent

International Students

International students are required to submit educational documentation to an evaluation service such as WES, which is a member of National Association of Credential Evaluation Services (NACES). This will be at the expense of the student. Kettering University undergraduate students need not submit their Kettering transcripts, but are required to submit transcripts from any other university.

International applicants whose native language is not English and who have not earned a bachelor's degree from a U.S. institution are required to take the Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS), MELAB (offered by University of Michigan), or complete level 112 at an approved ELS center. Please have official scores sent to Kettering University's Office of Admissions, Code 1246. Photocopies will not be accepted.

Our minimum score requirements are:

- TOEFL: Paper-based: 550
- Computer-based: 213
- Internet-based: 79
- IELTS: Minimum Band score of 6.0
- MELAB: 76



Efficient and Affordable

Affordable graduate programs for STEM+ professionals; financial and military aid available for those who qualify. Log on from anywhere to complete a 100% online curriculum designed to advance your career.



MASTER OF SCIENCE

LEAN MANUFACTURING

\$35,600 | 100% ONLINE

FAST FACTS

- Certificates available in Global Leadership, Healthcare Management, Operations Management and Supply Chain & Enterprise Resource Planning (ERP)
- No GMAT or GRE required, so you can get started quickly
- Take your classroom learning to your job in the same week
- Affordable tuition with a wide range of financial aid options

Master of Science Lean Manufacturing

KETTERING UNIVERSITY ONLINE DELIVERS THE PROCESS KNOWLEDGE AND SIX SIGMA SKILLS NEEDED TO IMPROVE QUALITY OUTPUT, STREAMLINE PROCESSES AND REDUCE WASTE.

The only program of its kind in the United States, Kettering University Online's Master of Science Lean Manufacturing was developed in collaboration with General Motors to give you the skills you need to improve quality output, streamline processes and reduce waste.

Why earn your Lean Manufacturing master's degree?

To grow in our highly competitive global marketplace, every organization must maximize customer value and minimize waste. Designing, implementing and managing lean initiatives requires careful planning and advanced skills in Lean Six Sigma, project management, lean enterprise development, value stream mapping and more. This is where our online Master of Science Lean Manufacturing gives you an edge.

You engage in the latest research regarding competitive and low-cost manufacturing operations and position yourself for advancement by applying program knowledge to your organization immediately.

Program Skills

- Develop the attitudes, skills and knowledge required of managers, supervisors, team leaders and manufacturing professionals in a cross-functional and cross-cultural manufacturing operation.
- Practice structured problem-solving methodology DMAIC.
- Demonstrate contemporary lean thinking principles, lean enterprise development and value stream mapping, including modern enterprise improvement techniques such as Six Sigma, theory of constraints and business process reengineering.
- Apply process analysis, methods improvement, work measurement and ergonomic techniques to meet the competitive goals of a manufacturing company or office environment.
- Evaluate the key characteristics of quality and the quality philosophy through statistical methods of quality improvement, the concept of variation and its reduction, statistical process control, and acceptance sampling.
- Employ financial accounting, activity-based metrics, links to strategy and trend analysis to decision-making.

"The MSLM is an innovative program that teaches students to streamline processes and eliminate waste in corporations ... I've been able to find at least one thing I could immediately apply in my regular job. This has made me more efficient and more effective in my work."

KRISTY FINNIGAN

Quality Engineer and Online Master of Science Lean Manufacturing student

Program Requirements/Course Descriptions

MFGO 601 | The Globally Integrated Manufacturing Company

This course is an integrated overview and introduction to contemporary global manufacturing operations. The focus of this course is the application of attitudes, skills and knowledge required of managers, supervisors, team leaders and manufacturing professionals in a cross-functional and cross-cultural manufacturing operation. After a brief historical overview of global manufacturing, this course covers the following topics: global leadership, cross-cultural business communication, customers across continents, empowerment and cross-cultural teamwork, continuous process improvement, manufacturing metrics, policy deployment, ISO and QS 9000, computer-integrated manufacturing, process re-engineering, international supply chain management, and theory of constraints. This foundation leads up to a discussion on lean and agile manufacturing management. Students are required to use the concepts from the class to analyze their own work environment.

MFGO 619 | Six Sigma for Manufacturing

This course examines techniques to maximize production efficiency and to maintain control over each step in the process. The structured problem-solving methodology DMAIC (Define-Measure-Analyze-Improve-Control) will provide the framework for the course.

MFGO 633 | Lean Production Systems

This course starts from the discussion of the evolution of production systems, from craft to mass and lean production. Principles of systems thinking and business dynamics applied to production systems are also studied. Contemporary lean thinking principles, lean enterprise development and value stream mapping are studied and used in student projects. Modern enterprise improvement techniques such as Six Sigma, theory of constraints and business process re-engineering are also discussed.

MFGO 635 | Work Analysis for Lean Production Applications

A critical issue facing most manufacturers of a product is the design of a competitive and low-cost manufacturing operation. In this course, work analysis will consist of the application of process analysis, methods improvement, work measurement and ergonomic techniques to meet the competitive goals of a manufacturing company or office environment. The intent of this course is to survey the basic techniques of methods design, work measurement, business process analysis and ergonomics. The student will be expected to solve fundamental and open-ended problems encountered during the design, analysis or operation of a manufacturing facility or office that produces a discrete product or service.

MFGO 639 | Quality Assurance and Reliability

This course covers topics in quality assurance. Specifically, it includes an introduction to quality and quality philosophy, statistical methods of quality improvement, the concept of variation and its reduction, statistical process control and acceptance sampling. Statistical software such as Minitab is used throughout the course.

MFGO 649 | Metrics for Lean Production Improvement

This course provides the manufacturing operations professional with an understanding of the data typically available within a manufacturing environment and how to use this information for improving those operations within the lean paradigm. The course covers basic financial accounting, activity-based metrics, links to strategy, trend analysis and decision-making. Student teams operate simulated companies in competition with other student teams to gain experience in applying the concepts covered.

MFGO 659 | Integrative Capstone Project

The course will establish a business-focused, project-oriented perspective applicable to the integrated manufacturing operating (IMO) environment. Students will learn about the principles and techniques that lie within the discipline of project management by focusing on the body of knowledge recognized by the Project Management Institute. The IMO environment will be the basis for team projects as students integrate knowledge gained from their other courses and professional experience. The project requirement allows students to apply the project management concepts and techniques learned in the class. This course will help students both understand and practice project management, as well as learn its applications and limitations.

Global Leadership Graduate Certificate Courses:

- MGMT 649 | Ethics and Leadership
- BUSN 689 | Organizational Behavior
- MGMT 679 | Leadership

Healthcare Management Graduate Certificate Courses:

- IME 656 | Engineering for Healthcare Systems
- HMGD 609 | Healthcare Management

Plus one of the following:

- IME 676 | Lean Six Sigma
- MGMT 669 | Supply Chain Operations

Operations Management Graduate Certificate Courses:

- IME 676 | Lean Six Sigma
- MGMT 609 | Technology Management
- MGMT 619 | Project and Change Management

Supply Chain & Enterprise Resource Planning (ERP) Graduate Certificate Courses:

- IME 652 | Designing Value in the Supply Chain
- IME 654 | Enterprise Resource Planning
- MGMT 669 | Supply Chain Operations

Admission Requirements

Domestic

- 3.0 on a 4.0 grading system, or the international equivalent (85 overall grade point average on a 100-grade-point scale)
- Application for admission
- Official transcripts from a regionally accredited U.S. university or an international equivalent
- Two letters of recommendation (one from a current supervisor)

International

International students are required to submit educational documentation to an evaluation service such as WES, which is a member of National Association of Credential Evaluation Services (NACES). This will be at the expense of the student. Kettering University undergraduate students need not submit their Kettering transcripts, but are required to submit transcripts from any other university.

International applicants whose native language is not English and who have not earned a bachelor's degree from a U.S. institution are required to take the Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS), MELAB (offered by University of Michigan), or complete level 112 at an approved ELS center. Please have official scores sent to Kettering University's Office of Admissions, Code 1246. Photocopies will not be accepted.

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- Computer-based: 213
- Internet-based: 79
- IELTS: Minimum Band score of 6.0
- MELAB: 76



Efficient and Affordable

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MASTER OF SCIENCE

ENGINEERING MANAGEMENT

\$35,600 | 100% ONLINE

FAST FACTS

- Certificates available in Global Leadership, Healthcare Management, Operations Management and Supply Chain & Enterprise Resource Planning (ERP)
- No GMAT or GRE required, so you can get started quickly
- Take your classroom learning to your job in the same week
- Affordable tuition with a wide range of financial aid options

Master of Science Engineering Management

SET YOURSELF APART FROM ENGINEERS IN YOUR FIELD WITH AN INDUSTRY-RECOGNIZED ENGINEERING MANAGEMENT MASTER'S DEGREE FROM KETTERING UNIVERSITY ONLINE.

Distinct from the MBA, our Master of Science Engineering Management program delivers the holistic leadership and communications skills needed to manage a high-technology, cross-disciplinary team.

Why earn your Engineering Management master's degree?

Engineering managers are responsible for managing projects, people, budgets, R&D and more. Often, the technical and behavioral challenges that come with the job of management do not come naturally to engineers. This is where earning a master's degree in Engineering Management gives you an edge.

You evaluate and solve complex problems in leadership, communication, change management, lean thinking, human resources and ethics. You learn skills in teamwork, persuasion and problem-solving.

All of this is accomplished through an approach that allows you to apply the techniques and tools practiced in the classroom to your profession immediately.

Program Skills

- Solve complex issues relating to best practices in domestic and international business.
- Determine the theoretical valuation of stocks and bonds and the capital markets in which they are traded.
- Explore subjects such as high-tech leadership and communication, change management, lean thinking, HR issues, ethics, and persuasion.
- Understand the strategic role of information systems (IS) and a process-oriented view of the organization and its relationships with suppliers, customers and competitors.
- Evaluate ways organizations implement processes globally using enterprise resource planning (ERP), supply chain management (SCM), customer relationship management (CRM), product lifecycle management (PLM) and social networks to give organizational marketing a cutting edge.

Kettering University is a national leader in experiential STEM+ (science, technology, engineering, math and business) education, integrating an intense academic curriculum with applied professional experience. Through this proven approach, we inspire students to realize their potential and advance their ideas by combining theory and practice better than any institution in the world.

Program Requirements/Course Descriptions

BUSN 659 | International Business

This course provides an overview of the expanding role of international business in the world marketplace. Emphasis is placed on exploring the complex issues relating to the best practices in international business. This course will use case studies to illustrate the major topics.

FINC 619 | Financial Management

The purpose of this course is to provide the student with an overview of the role in the firm performed by financial management. The first half of the course focuses on the theoretical valuation of stocks and bonds and the capital markets in which they are traded. The second half of the course focuses on both the use of financial leverage by the firm and working capital management. The need for financial managers to provide both ethical and legal leadership for the firm is stressed throughout the course.

MGMT 639 | Managing People and Organizations

The purpose of this course is to begin preparing students for management positions in high-tech and manufacturing companies. In this overview course, students will be introduced to the most important concepts and issues concerning the management and leadership of high-technology staff. Subjects include high-tech leadership and communication, change management, lean thinking, HR issues, ethics, and persuasion.

ISYS 669 | Enterprise Information System Models

This course overviews information systems (IS) viewed at two levels: the strategic role of IS, and a process-oriented view of the organization and its relationships with suppliers, customers and competitors. We view processes as vehicles for achieving strategic objectives and transforming the organization. The major focus of the course is how organizations implement processes globally using enterprise resource planning (ERP), supply chain management (SCM), customer relationship management (CRM), product life cycle management (PLM) and social networks. The course also provides a brief IS infrastructure overview and addresses key IS management topics. Students learn about the ethical and legal implications of information systems.

MRKT 679 | Marketing Management

This course provides an overview of marketing's role in connecting businesses to other businesses. While this course will cover the basic business management topics, a special emphasis is placed on the best practices in market relationship management, supply chain management and strategy development. Cases will be used throughout the course to illustrate various concepts and issues.

IME 564 | Ethics and Practice of Engineering

This course deals with the professional and ethical considerations of an engineer in contemporary society. Discussions include the code of ethics for engineers, case studies on conflict of interest, team, engineering/management responsibilities, environmental considerations and professional registration. This class requires live weekly discussion.

MGMT 659 | Strategy – Capstone

The capstone business class focuses on the formulation, implementation and evaluation of organizational policy and strategy from the perspective of the senior manager/strategy planner. Consideration is additionally given to information technology, global operations, ethics, legal perspectives and the functional-level strategies of the organization. An integrative approach uses the case method to explore executive decision-making in the global marketplace.

Global Leadership Graduate Certificate Courses:

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- BUSN 689 | Organizational Behavior
- MGMT 679 | Leadership

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Operations Management Graduate Certificate Courses:

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- MGMT 609 | Technology Management
- MGMT 619 | Project and Change Management

Supply Chain & Enterprise Resource Planning (ERP) Graduate Certificate Courses:

- IME 652 | Designing Value in the Supply Chain
- IME 654 | Enterprise Resource Planning
- MGMT 669 | Supply Chain Operations

Admission Requirements

Domestic

- 3.0 on a 4.0 grading system, or the international equivalent (85 overall grade point average on a 100-grade-point scale.)
- Application for admission
- Official transcripts from a regionally accredited U.S. university or an international equivalent
- A bachelor's degree from an approved, ABET-accredited engineering (not technology) or computing program, or a Kettering University degree other than management or business.

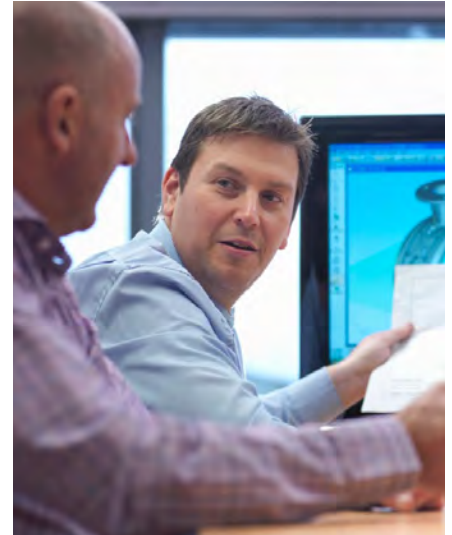
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MASTER OF SCIENCE

OPERATIONS MANAGEMENT

\$35,600 | 100% ONLINE

FAST FACTS

- Certificates available in Global Leadership, Healthcare Management, Operations Management and Supply Chain & Enterprise Resource Planning (ERP)
- No GMAT or GRE required, so you can get started quickly
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Master of Science Operations Management

KETTERING UNIVERSITY ONLINE DELIVERS THE MODERN OPERATIONS PROCESS KNOWLEDGE AND BUSINESS MANAGEMENT SKILLS NEEDED TO RUN OPERATIONS ON A GLOBAL SCALE.

There is a critical need today for employees who are highly skilled in foundational and advanced operations management principles. To be successful in any industry using operations management expertise, you need strong leadership skills, the ability to link people, performance and workflow processes, and the knowledge to ensure optimal efficiency.

This is where an Operations Management master's degree from Kettering University Online gives you an edge.

- Engage in the best practices in market relationship management and strategy development.
- Gain knowledge of how to integrate operations across all areas of your organization.
- Learn advanced skills in finance and capital management, enterprise resource planning systems, data management, human resource management and statistical solutions to daily business challenges.
- Complete a capstone course that allows you to take on a challenge at your current organization and create real-world solutions that influence the bottom line.

Why earn your Operations Management master's degree?

While many people earn a Master's Degree in Operations Management to advance in the manufacturing and supply chain industries, this degree program also prepares graduates for leadership positions in healthcare, finance, logistics, distribution, hospitality, government and education.

Once you master these relevant, desirable and transferable skills, the opportunities to make a global impact are unlimited and can catapult your career in procurement, revenue excellence, operations excellence, performance excellence and more.

Program Skills

- Develop quantitative techniques to facilitate the decision-making process.
- Determine the theoretical valuation of stocks and bonds and the capital markets in which they are traded.
- Discuss concepts and issues concerning the management and leadership of high-technology staff.
- Employ best practices in market relationship management and strategy development.
- Determine options to effectively integrate operations across all functional areas of the organization to deliver the necessary combination of service and manufactured value required to satisfy customers.

Kettering University Online brings together influential creative problem-solvers with a rigorous, experiential online curriculum that challenges you to learn by doing in your own organization.

Program Requirements/Course Descriptions

MGMT 629 | Management Science

This course provides the manager with a variety of quantitative techniques to facilitate the decision-making process. Both optimization techniques, such as linear programming, and stochastic techniques, such as waiting-line models and Markov processes, are covered. Emphasis is placed on the application of these quantitative techniques to a variety of managerial decision areas.

FINC 619 | Financial Management

The purpose of this course is to provide the student with an overview of the role in the firm performed by financial management. The first half of the course focuses on the theoretical valuation of stocks and bonds and the capital markets in which they are traded. The second half of the course focuses on both the use of financial leverage by the firm and working capital management. The need for financial managers to provide both ethical and legal leadership for the firm is stressed throughout the course.

MGMT 639 | Managing People and Organizations

The purpose of this course is to begin preparing students for management positions in high-tech and manufacturing companies. In this overview course, students will be introduced to the most important concepts and issues concerning the management and leadership of high-technology staff. Subjects include high-tech leadership and communication, change management, lean thinking, HR issues, ethics, and persuasion.

ISYS 669 | Enterprise Information System Models

This course provides students with a conceptual framework for understanding Supply Chain Management (SCM). The course covers concepts, trends and technologies that enable global SCM. Students will learn how customer needs, competitive advantage, operational measures and financial performance support successful implementation of SCM. They will also learn how operational activities including information systems, procurement, demand planning and forecasting, inventory management, and logistics support organizational goals. Students will use software and case studies to illustrate concepts.

MRKT 679 | Marketing Management

This course provides an overview of marketing's role in connecting businesses to other businesses. While this course will cover the basic business management topics, a special emphasis is placed on the best practices in market relationship management, supply chain management and strategy development. Cases will be used throughout the course to illustrate various concepts and issues.

MGMT 661 | Operations Management

This course will provide students with an exposure to and an understanding of the core concepts and tools of operations management. These concepts and tools will be presented in a manner that will allow students to understand the fundamental importance of coordinated operational activities. The class will examine how to effectively integrate operations across all functional areas of the organization in delivering the combination of service and manufactured value required to satisfy customers. Recognition of the importance of adding value and customer satisfaction to the long-term viability of both for-profit and not-for-profit firms will be emphasized.

MGMT 659 | Strategy – Capstone

The capstone business class focuses on the formulation, implementation and evaluation of organizational policy and strategy from the perspective of the senior manager/strategy planner. Consideration is additionally given to information technology, global operations, ethics, legal perspectives and the functional-level strategies of the organization. An integrative approach uses the case method to explore executive decision-making in the global marketplace.

Global Leadership Graduate Certificate Courses:

- MGMT 649 | Ethics and Leadership
- BUSN 689 | Organizational Behavior
- MGMT 679 | Leadership

Healthcare Management Graduate Certificate Courses:

- IME 656 | Engineering for Healthcare Systems
- HMG 609 | Healthcare Management

Plus one of the following:

- IME 676 | Lean Six Sigma
- MGMT 669 | Supply Chain Operations

Operations Management Graduate Certificate Courses:

- IME 676 | Lean Six Sigma
- MGMT 609 | Technology Management
- MGMT 619 | Project and Change Management

Supply Chain & Enterprise Resource Planning (ERP) Graduate Certificate Courses:

- IME 652 | Designing Value in the Supply Chain
- IME 654 | Enterprise Resource Planning
- MGMT 669 | Supply Chain Operations

Admission Requirements

Domestic

- 3.0 on a 4.0 grading system, or the international equivalent (85 overall grade point average on a 100-grade-point scale.)
- Application for admission
- Official transcripts from a regionally accredited U.S. university or an international equivalent

International

International students are required to submit educational documentation to an evaluation service such as WES, which is a member of National Association of Credential Evaluation Services (NACES). This will be at the expense of the student. Kettering University undergraduate students need not submit their Kettering transcripts, but are required to submit transcripts from any other university.

International applicants whose native language is not English and who have not earned a bachelor's degree from a U.S. institution are required to take the Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS), MELAB (offered by University of Michigan), or complete level 112 at an approved ELS center. Please have official scores sent to Kettering University's Office of Admissions, Code 1246. Photocopies will not be accepted.

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- TOEFL: Paper-based: 550
- Computer-based: 213
- Internet-based: 79
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- MELAB: 76



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MASTER OF SCIENCE

SUPPLY CHAIN MANAGEMENT

\$35,600 | 100% ONLINE

FAST FACTS

- Certificates available in Global Leadership, Healthcare Management, Operations Management and Supply Chain & Enterprise Resource Planning (ERP)
- No GMAT or GRE required, so you can get started quickly
- Take your classroom learning to your job in the same week
- Affordable tuition with a wide range of financial aid options

Master of Science Supply Chain Management

KETTERING UNIVERSITY ONLINE DELIVERS THE MODERN OPERATIONS PROCESS KNOWLEDGE AND BUSINESS MANAGEMENT SKILLS NEEDED TO RUN OPERATIONS ON A GLOBAL SCALE.

Few leaders have the expertise needed to develop and manage a global supply chain strategy. This is where the online Master of Science Supply Chain Management degree from Kettering University Online provides an edge for today's professionals.

In addition to learning how to manage the complexities of the global supply chain, you will master key leadership skills in teamwork, persuasion and problem-solving. All of this is accomplished through an approach that allows you to immediately apply the techniques and tools practiced in the classroom to your profession.

This is where a Supply Chain Management master's degree from Kettering University Online gives you an edge.

- Learn to lead the development and implementation of agile supply chain strategy solutions to support organizational growth
- Master purchasing and strategic procurement of products, services and ecommerce with a focus on contract negotiation and supplier management
- Learn effective strategies for streamlining supply chain management operations
- Complete a capstone course that allows for the analysis of a supply chain to provide insight ways to streamline a supply chain of your choosing

Why earn your Supply Chain Management master's degree?

Many people earn a Master's Degree in Supply Chain Management to advance their careers and establish themselves as subject matter experts in sourcing goods as well as consumer delivery. This degree program prepares graduates for leadership in a variety of positions, including purchasing management, logistics, and consulting.

Master the skills needed to establish yourself as a leader with an understanding of the global market. Learn to interpret and analyze data as well as implement best business practices/strategies.

Program Skills

- Learn effective strategies for managing supply chains as well as an introduction to operations within complex networks and logistics
- Master purchasing and strategic procurement of products, services and ecommerce with a focus on contract negotiation and supplier management
- Gain knowledge of effective ways of managing the customer relationship to ensure an effective supply of materials required for the product development

The Master in Supply Chain Management examines traditional approaches to supply chain management and prepares graduates to deliver and evaluate innovative approaches to business scenarios that occur in the Information Age.

Program Requirements/Course Descriptions

MGMT 629 | Management Science

This course provides the manager with a variety of quantitative techniques to facilitate the decision-making process. Both optimization techniques, such as linear programming, and stochastic techniques, such as waiting-line models and Markov processes, are covered. Emphasis is placed on the application of these quantitative techniques to a variety of managerial decision areas.

FINC 619 | Financial Management

The purpose of this course is to provide the student with an overview of the role in the firm performed by financial management. The first half of the course focuses on the theoretical valuation of stocks and bonds and the capital markets in which they are traded. The second half of the course focuses on both the use of financial leverage by the firm and working capital management. The need for financial managers to provide both ethical and legal leadership for the firm is stressed throughout the course.

SCM 610 | Foundations of Supply Chain Management

Students receive an overview of effective strategies for managing supply chains and an introduction to operations within complex networks and logistics. Practical skills to increase service levels and reduce costs are examined. Additional areas that are covered in this course include:

- Strategic planning and operation of an effective supply chain design
- Advantages of competitive supply chains and how weaknesses in the chain impact operations
- Key drivers of supply chain performance
- Application of analytical methodologies to impact demand planning in supply chains
- Overview of the use of technology in supply chain management

SCM 611 | Collaboration in Supply Chain Management

Effective collaboration across the supply chain is vital to creating a competitive edge. Working with suppliers upstream, and distributors downstream, provides an opportunity for a boost in sales, a chance to reduce product inventories, and increase the speed to market. None of this is possible without a coordinated effort which includes technology, relationship management, and management of the inter-relationship between parts of the supply chain. Students in this course examine traditional approaches to supply chain management as well as electronic commerce and issues related specifically to the Internet delivery. In addition, they evaluate innovative approaches to create efficiencies that enhance collaboration and decision-making. Technology structure for information sharing, team management, and issues of leadership and power are also examined.

SCM 612 | Customer Relationship Management

Customer Relationship Management is at the core of all effective supply chains. Students in this course examine the comprehensive set of processes and technologies necessary for managing potential and current customers and effective ways of managing the customer relationship to ensure an effective supply of materials required for the product development. A range of CRM software is also examined.

FINC 619 | Financial Management

This course provides the student with an understanding of the fundamental concepts of financial analysis, valuation, and management. Financial analytical techniques will be taught under the context that they are a means to understand business issues and make intelligent managerial decisions. The need for financial managers to provide ethical leadership for the firm is stressed throughout the course.

SCM 613 | Supply Chain Logistics

An overview of strategic and tactical elements of logistics management is the focus of this course. Transportation, including multi-modal freight operations, high-tech automated warehousing, and order delivery are fundamental. Critical analysis of logistics, with an emphasis on effective decision-making and innovation is primary. Students review basic distribution and logistics issues that impact the overall business performance with the goal of analyzing and resolving distributions and logistics challenges evident in today's business environment.

SCM 614 | Procurement and Risk Management

This course provides an overview of purchasing and strategic procurement of products, services and ecommerce to gain a competitive advantage. The focus is on contract negotiation and supplier management with the goals of identification, mitigation, and reduction of risks to ensure effective supply chains.

SCM 615 | Supply Chain Planning: Capstone

This course provides an overview of effective strategies for companies with global operations. These strategies consider the full spectrum of the supply chain – from raw material to finished product. Emphasis is placed on planning and integration of supply chain components into a coordinated system. A range of tactics are explored to produce optimal outcomes in supply chains and provide a competitive advantage, including the appropriate technology, and software solutions applicable to the Final Project. The final capstone project allows for the analysis of a supply chain to provide insight into ways to streamline a current supply chain. Another option, students may choose, is to provide an in-depth response to a supply chain challenge in a current or former workplace.

Program Requirements/Course Descriptions

Global Leadership Graduate Certificate Courses:

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- BUSN 689 | Organizational Behavior
- MGMT 679 | Leadership

Healthcare Management Graduate Certificate Courses:

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- HMGT 609 | Healthcare Management

Plus one of the following:

- IME 676 | Lean Six Sigma
- MGMT 669 | Supply Chain Operations

Operations Management Graduate Certificate Courses:

- IME 676 | Lean Six Sigma
- MGMT 609 | Technology Management
- MGMT 619 | Project and Change Management

Supply Chain & Enterprise Resource Planning (ERP)

Graduate Certificate Courses:

- IME 652 | Designing Value in the Supply Chain
- IME 654 | Enterprise Resource Planning
- MGMT 669 | Supply Chain Operations

Admission Requirements

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GRADUATE CERTIFICATES

GLOBAL LEADERSHIP CERTIFICATE | HEALTHCARE MANAGEMENT CERTIFICATE

OPERATIONS MANAGEMENT CERTIFICATE | SUPPLY CHAIN & ENTERPRISE RESOURCE PLANNING (ERP) CERTIFICATE



“Kettering gave me not only the experience, but more importantly the confidence to go out and become successful.”

STEVEN BANDURSKI
Alumni Engagement Director
Kettering University

Global Leadership Certificate

\$10,680 | 100% ONLINE

- Take as a graduate certificate or as part of your master’s degree
- Take your classroom learning to your job in the same week
- Affordable tuition (certificate tuition included in master’s degree tuition of \$35,600, or \$10,680 if taken separately)

Designed for professionals who wish to better compete in our increasingly global economy, this three-course online graduate certificate in Global Leadership delivers the international know-how to lead cross-cultural teams in the delivery of products and services around the world. All of this is accomplished through an approach that allows students to apply the techniques and tools practiced in the online classroom to your profession immediately.

Why earn your Global Leadership graduate certificate?

Markets no longer live within national boundaries, and leaders need to rethink their sourcing and resource strategies for a globalized market. Earning a Global Leadership graduate certificate from Kettering University Online helps professionals understand how to measure the rewards and risks affecting supply and demand, human resources and materials sourcing in our global marketplace.

Global Leadership Certificate Curriculum

MGMT 649 | Ethics and Leadership

The course prepares students for leadership roles in the workplace and in society by giving them knowledge of management and leadership from an ethical perspective. This course will focus on the evolution of ethical theories and the role of the leader within the business context. Students will use their understanding of business, leadership and the processes of moral reasoning to examine contemporary issues relating to organizations. Through lecture and case method, students will apply their knowledge of leadership to contemporary situations.

BUSN 689 | Organizational Behavior

This class will conduct a comprehensive examination of different organizational behavior theories including the analysis at individual, group and organizational levels. Individual levels include perception, personality, and motivation. Group levels will include decision making, group dynamics and team building. Organizational levels will include communications, empowerment, leadership, diversity and cross-cultural issues. Experiential activities will include class exercises such as case studies, videos, and survey instruments as well as team and individual assignments.

MGMT 679 | Leadership

This course will be a comprehensive examination of different leadership theories, with emphasis on relevant empirical evidence and application of the theories to case studies that involve leadership and group functioning. Students will thoroughly examine a professional review of concepts and apply their understanding through a variety of means. Ethics and persuasion are covered.



“The flexibility was just really important to me ... to be able to get online at my schedule and go through the whole process that way. ”

Thomas Papoli
Lean Leader,
St. John Providence, a member of Ascension

Healthcare Management Certificate

\$10,680 | 100% ONLINE

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Designed for professionals who wish to take a leadership role within their healthcare organizations, this three-course online graduate certificate in Healthcare Management applies an engineering focus to examine and to streamline processes within a healthcare setting. A broader look at healthcare management provides a working knowledge of organizational, financial and policy issues to optimize performance and streamline the process for patients. All of this is accomplished through an approach that allows students to apply the techniques and tools practiced in the online classroom to their profession immediately.

Why earn your Healthcare Management graduate certificate?

Typically, professionals have deep knowledge of their field or discipline. In the constantly changing world of healthcare, it has become necessary to go beyond discipline knowledge. By applying trusted and well-established Lean concepts in healthcare, everyone can benefit from more effective and efficient services. Earning a graduate certificate in Healthcare Management from Kettering University Online supports professionals in healthcare to develop solutions to improve processes and healthcare delivery.

Certificate in Healthcare Management Curriculum

IME 656 | Engineering for Healthcare Systems

This course examines the technical structure of the healthcare delivery system and the role that industrial and systems engineering (ISE) plays in its design and improvement. Topics include how healthcare systems work in hospitals, medical offices, clinics and other healthcare organizations. Traditional ISE methods for improving quality, patient safety, and employee productivity and satisfaction are presented within a systematic application of value chain engineering designed to produce lean processes.

HMGT 609 | Healthcare Management

In this course, students gain a broad understanding of organizational, financial and policy issues in healthcare delivery systems in the U.S. Students apply core business skills and knowledge of functional areas unique to healthcare in analyzing healthcare case studies. Students critically evaluate healthcare issues and policies and their effects on healthcare system performance..

Plus, one of the following:

IME 676 | Lean Six Sigma

This course examines techniques to maximize production efficiency and maintain control over each step in the process. The structured problem-solving methodology DMAIC (Define-Measure-Analyze-Improve-Control) provides the course framework.

MGMT 669 | Supply Chain Operations

This course provides students with a conceptual framework for understanding supply chain management (SCM) and covers concepts, trends and technologies that enable global SCM. Students learn how customer needs, competitive advantage, operational measures and financial performance support successful SCM implementation. They also learn how operational activities, including information systems, procurement, demand planning and forecasting, inventory management, and logistics, support organizational goals. Students use software and case studies to illustrate concepts.



“Students who graduated from Kettering are ready to participate in dynamic business environments.”

RICHARD DeVAUGHN
President and CEO,
The Arcadia Group International, LLC

Operations Management Certificate

\$10,680 | 100% ONLINE

- Take as a graduate certificate or as part of your master’s degree
- Take your classroom learning to your job in the same week
- Affordable tuition (certificate tuition included in master’s degree tuition of \$35,600, or \$10,680 if taken separately)

Designed for professionals who wish to improve operations in their organizations, this three-course online graduate certificate in Operations Management examines proven techniques to maximize production efficiency, reduce risk and improve quality. All of this is accomplished through an approach that allows students to apply the techniques and tools practiced in the online classroom to your profession immediately.

Why earn your Operations Management Graduate Certificate?

Professionals typically have a strong understanding of their specific discipline; however, they encounter challenges when it comes to operational effectiveness. Earning a graduate certificate in Operations Management from Kettering University Online helps professionals develop solutions for challenges in scheduling, sourcing, logistics quality control, technology implementation and more.

Operations Management Certificate Curriculum

IME 676 | Lean Six Sigma

This course examines techniques to maximize production efficiency and maintain control over each step in the process. The structured problem-solving methodology DMAIC (Define-Measure-Analyze-Improve-Control) will provide the framework for the course.

MGMT 609 | Technology Management

This course is an overview of Management of Technology and Innovation (MTI) and its impact on contemporary management practices. The focus of the course is on the application of skills and knowledge required of managers and technology professionals responsible for technology implementation in a product development environment. The course analyzes the critical aspects of the management of technology and innovation at the product line, business unit and corporate levels. Case studies and simulations are used to bring to life the critical challenges confronting technology managers.

MGMT 619 | Project and Change Management

This course covers managing projects within an organizational context, including the processes related to initiating, planning, executing, controlling, reporting and closing a project. Additional topics include project integration, scope, time, cost, quality control and risk management, managing the changes in organizations resulting from introducing or revising information systems, identifying project champions, working with user teams, training, documentation, and the change management role of the IS specialist.



“What you get at Kettering are individuals who are extremely hungry to advance in life and make a change in the world ...”

LEONARDO ROCCO

Class of 1999,
Founder and Former CEO, GoPago

Supply Chain & Enterprise Resource Planning (ERP) Certificate

\$10,680 | 100% ONLINE

- Take as a graduate certificate or as part of your master's degree
- Take your classroom learning to your job in the same week
- Affordable tuition (certificate tuition included in master's degree tuition of \$35,600, or \$10,680 if taken separately)

Designed for professionals who wish to increase profits and stakeholder value in their organizations, this three-course online graduate certificate in Supply Chain & Enterprise Resource Planning (ERP) delivers the decision-making tools necessary to design value in the global supply chain. All of this is accomplished through an approach that allows students to apply the techniques and tools practiced in the Online classroom to your profession immediately.

Why earn your Supply Chain & Enterprise Resource Planning (ERP) certificate?

The delivery of goods and services is becoming increasingly complex in our global economy. Earning an online supply chain certificate from Kettering University Online helps professionals execute best practices in procurement, logistics, purchasing, inventory management, compliance and distribution.

Certificate in Supply Chain & ERP Curriculum

IME 652 | Designing Value in the Supply Chain

Students gain an understanding of the decision-making tools necessary to design value in the global supply chain from concept to customer. Quantitative methods are employed to aid the decision-making process of demand forecasting and enterprise planning for the purpose of increased profit and value to stakeholders. Basic concepts in strategy, forecasting, demand planning, inventory control and value stream mapping are taught and utilized to enable the decision-making process to be based on quantitative metrics.

IME 654 | Enterprise Resource Planning

This course provides an understanding of the integrated approach to enterprise planning and its evolution from MRP I and MRP II. It describes the core structure of ERP systems and highlights the characteristics of emerging ERP based organizations. Various ERP tools and techniques are described and compared. The fundamental success factors in moving from traditional business functions to an integrated process-based ERP environment are introduced.

MGMT 669 | Supply Chain Operations

This course provides students with a conceptual framework for understanding Supply Chain Management (SCM). The course covers concepts, trends and technologies that enable global SCM. Students learn how customer needs, competitive advantage, operational measures and financial performance support successful implementation of SCM. They also learn how operational activities, including information systems, procurement, demand planning and forecasting, inventory management, and logistics, support organizational goals. Students use software and case studies to illustrate concepts.



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