

Spring 2012 Elective Course Descriptions

| Course # | old # | Title | Course Description | Prerequisites | cr |
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| ACCO 5040 | ACCO 141 | International Accounting | Overview of managerial and financial accounting issues faced by multinational corporations or firms involved in international business. Issues include: diversity of worldwide accounting principles and prospects for uniform international accounting standards, foreign currency transactions and translation inflation, technical accounting methods and the implications of their application, financial disclosures, analysis of financial statements, auditing, investment analysis, risk management, management information systems, performance evaluation, methods of financing, transfer pricing, and taxation. | Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director. | 3 |
| ACCO 5045 | ACCO 147 | International Taxation | U.S. Taxation of international transactions and foreign taxpayers. A study of the U.S. and foreign taxation of international commercial transactions involving U.S. and foreign taxpayers, including the taxation of income of U.S. taxpayers operating abroad through branches and subsidiaries; the U.S. foreign tax credit provisions; cross-border asset transfers and related intercompany pricing issues; the U.S. taxation of non-resident individuals, partnerships, associations and foreign corporations; and bilateral and multilateral income tax treaties. | Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director. | 3 |
| ACCO 5050 | | Accounting Information Systems | Substantial hands-on involvement in computing capabilities which enable accountants to be more productive and to provide better service to clients and management. Applications in cost behavior, cost analysis, cost estimating, cost allocations, budgeting, profit planning, capital budgeting, and expert systems. Examination of various approaches to the computerization of the transaction processing cycle, using a suitable software package, with special emphasis on the problems of internal control. EDP auditing and the accountant's role in the systems development cycle. | Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director. | 3 |
| ACCO 5080 | ACCO 140 | Analysis of Corporate Financial Statements | Provides experience in reading, interpreting, and analyzing corporate financial statements. Specific attention is given to the evaluation methods necessary to assess a firm's short-term liquidity, long-term solvency flows, capital structure, return on investment, operating performance, and asset utilization. Effects of alternative accounting methods and footnote disclosures. | Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director. | 3 |
| ACCO 6511 | ACCO 235 | Taxation of Corporations, Partnerships, and Trusts | Partnership, fiduciary, and corporation income tax laws studies for proper treatment of various types of income, deductions, the consequences of ownership interests, and the application of various tax rates to taxable situations. Survey of administrative procedures of protests, refunds and of gift and estate taxes. | Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director. | 3 |
| ACCO 6525 | ACCO 246 | Governmental Accounting | Study of accounting principles for state and local governmental units as promulgated by the Governmental Accounting Standards Board and the related financial reporting and disclosure requirements. Examination of objectives of financial reporting of these entities and the theoretical structure underlying these principles. Introduction to federal government accounting and audits of governmental units. | Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director. | 3 |

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| ACCO 6535 | ACCO 249 | Fraud Examination | An analysis of how and why fraud is committed, how fraudulent conduct can be deterred and how allegations of fraud should be investigated and resolved. | Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director. | 1 |
| BUAD 6105 | | Skills: Coaching for Performance Improvement | Coaching for performance improvement and establishing objectives that are clear, meaningful and relevant to the employee are key management skills required for the workplace. This course would provide students with critical skills for coaching employees to unlock potential and maximize performance in the workplace. The emphasis would be on performance improvement as well as redirecting performance that is not achieving results. It would provide coaching skills needed to develop the potential of employees, peers and others within the organization by forging collaborative relationships, recognizing and adapting to individual and situational differences and creating a positive work environment that generates commitment and enthusiasm. Attendance at all class meetings is required. | Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program; or consent of M.B.A. Director. | 1 |
| BUAD 6106 | | Skills: Cross Cultural Meetings - Business Interactions | As the business community gets even smaller due to globalization, it becomes more imperative for the business professional to deal with complex cultural differences. In this course we will examine a minimum of 25 countries. In addition to conducting business, we will discuss “safe” topics for discussion; how to meet and greet people; how to dress; how to entertain; when to schedule meetings; and other miscellaneous tips including body language, gestures, currency exchange, and grease payments. We will also discuss Parliamentary Procedure as one way to possibly bridge the gap when dealing with multiple constituents. Attendance at all class meetings is required. | Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program; or consent of M.B.A. Director. | 1 |
| BUAD 6112 | | Skills: SAS | Provides students with a foundation for the use of the statistical software package SAS to be used for data analysis, data manipulation, modeling, and other advanced statistical techniques. Attendance at all class meetings is required. | Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program; or consent of M.B.A. Director. | 3 |
| BUAD 6931 | | Using social media in your business | Social Media is the buzzword of the day and everyone wants in. But in board rooms and in every department across the enterprise, nothing has people talking and more concerned than Social Media. Business leaders are trying to figure out their strategy for Social. It is not just hype, there are valid uses and possibilities for Social in every business vertical. This course is not an entry level “how to use Facebook/Twitter”. We will take an executive-level deep dive into the issues concerning business and their use of Social Media. Concepts and topics of focus will include: Return on Investment (ROI) with Social; How Social fits into the traditional marketing mix; Social Media Measurement (SMM); What is Social Media Optimization (SMO) and why does it matter; How game theory and game concepts are integrated into Social for greater user adoption & engagement; Why generational differences matter in Social strategies and Why personal and corporate branding both matter for today’s technically savvy manager. | Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program; or consent of M.B.A. Director. | 1 |

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| BUAD 6931 | | Polls, Policy, Communications and Campaigns | The 2012 election year in Wisconsin offers a case study in how campaigns are conducted, how voters are influenced, how money is raised and spent, and how polling allows us to observe the effects of campaigns. This cross-disciplinary course brings together readings in law (especially recent developments in campaign finance law), communications (specifically old media via television advertising and new media via social networks), business (the marketing of candidates and advertising strategies) and political science (citizen attitudes toward policy and candidates measured through polling). We will use the Marquette Law School Poll to examine how (or if) voters are moved by the campaign through the semester. Readings will address (1) the design of polls and their use in law as well as politics; (2) recent developments in campaign finance law and how they are affecting the organization of campaigns; (3) campaign use of old and new media to influence voters; (4) voters' views of public policy and candidates in the 2012 Wisconsin elections; and (5) the ways in which political campaigns will spend \$3.3 billion dollars on advertising alone in 2012 | Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program; or consent of M.B.A. Director. Spots are limited please contact the GSM. | 2 |
| ECON 6504 | ECON 220 | Macroeconomic Theory and Applications | Covers both long-run growth and short-run fluctuations. Begins with an analysis of the economy's long-run growth path using neoclassical and endogenous growth models, then surveys theories of the business cycle orthodoxy by orthodoxy in historical order. Static and dynamic models of the economy are developed and used for policy analysis. Offered spring term. | Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director. | 3 |
| ECON 6506 | ECON 231 | Industrial Organizations and Public Policy | Empirical studies in patterns of market structure, business behavior and performance. Industrial concentration, entry barriers, pricing and promotional behavior, efficiency and profitability. Applications in the field of antitrust and regulation. Prerequisite: Consent of the M.S.A.E. Director. | Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director. | 3 |
| ECON 6561 | ECON 202 | Applied Time-Series Econometrics and Forecasting | Continuation of ECON 6560 focusing on more advanced econometric and forecasting techniques using primarily time-series models such as ARIMA and transfer functions, VAR, and VEC as well as the method of combining forecasts. Emphasis on the practical knowledge of above techniques, and on reporting and presenting econometric results. Offered spring term. | Prerequisite: ECON 6560 or equivalent. | 3 |
| ECON 6580 | ECON 240 | Monetary Theory and Policy | Factors affecting money supply, money demand, and money's influences on the macroeconomy. Federal Reserve policy and its implication for money supply. International monetary economics and coordination of monetary policy among different countries. Monetary policy under different exchange rate regimes. Examination of contemporary theoretical and econometric monetary issues and policy prescriptions. | Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director. | 3 |

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| ENTP 6953 | | Entrepreneurial Leadership | This course will focus primarily on leadership scenarios in entrepreneurial settings. The course will explore issues concerning entrepreneurial leaders and build a base of knowledge on which students can draw. Students will learn how to identify and analyze options for dealing with leadership issues. This course will help students self-asses their own leadership styles, translating into actions the students would take as they pursue their own career endeavors. The course will rely heavily on student participation and will include weekly guest leaders. | Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, OR NURS program; or consent of M.B.A. program director. Prerequisites may vary on a course by course basis. | 3 |
| FINA 6111 | BUAD 251 | Investments | The role and functioning of securities markets. Specific topics include the equity, fixed income, options and futures markets. The course presents portfolio and capital market theory, the efficient markets hypothesis, institutional organization, and security valuation techniques. | Prerequisite: FINA 6100 or consent of the M.B.A. Director. | 3 |
| FINA 6115 | BUAD 259 | Real Estate Finance and Investments | Provides the student with an in-depth knowledge of real estate finance, real estate investment, and the operation of the real estate capital markets. The objective of the course is to understand the many sources and uses of capital in the commercial real estate industry. The course begins with the mechanics of mortgage finance, followed by a detailed presentation of mortgage underwriting, lender rations, and discounted cash flow analysis. | Prerequisite: FINA 6100 or consent of the M.B.A. Director. | 3 |
| FINA 6170 | BUAD 259 | Investment Management, Ethics and Society | Students will learn how to manage investments in a manner that is both ethical and socially responsible. Students will acquire a thorough understanding of the Chartered Financial Analyst® professional standards of conduct in the application of ethics to the moral dimensions of money management as well as utilize the class to prepare for the CFA exam. Students also will be exposed to the strategies and performance of investment funds that are socially responsible. In doing so, students will consider such issues as discrimination and affirmative action in the workplace, economic justice, and environmental impact, among others, in the evaluation companies for inclusion in a socially responsible fund. Strong background in investments is desirable. | Prerequisites: FINA 6100, FINA 6111 Investments or consent of the M.B.A. Director. | 3 |
| HURE 5005 | HURE 231 | Employee Benefit Systems | This course addresses the design and administration of employee benefit systems. Among the programs studied are: health insurance and wellness programs; pensions, salary reduction and deferred compensation; pay for time not worked; and cafeteria plans. State and federally mandated employee benefits, as well as tax issues related to employee benefit systems are investigated. | Prerequisites: Admitted to the graduate HURE program; or consent of M.S.H.R. program director. | 3 |

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| HURE 5020 | HURE 240 | Labor Relations and Collective Bargaining | Examines the development, structure and process of collective bargaining as well as negotiation processes and strategies in a variety of settings. Central topics include labor law, union organization, general principles of negotiation, and labor contract negotiations in particular. The course is taught from a neutral perspective, emphasizing the rights and responsibilities of labor, management and government. Makes extensive use of bargaining exercises. | Prerequisites: Admitted to the graduate HURE program; or consent of M.S.H.R. program director. | 3 |
| HURE 6125 | HURE 241 | Negotiations | Provides a comprehensive investigation of the process and dynamics surrounding a diverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost/benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. | Prerequisites: Admitted to the graduate HURE program; or consent of M.S.H.R. program director. | 3 |
| HURE 6590 | HURE 251 | Strategic Human Resource Management | Investigate principles of human resource strategy and the link to business strategy. Concepts emphasized include resource-based theory of the firm, sustained competitive advantage, as well as fit and flexibility in the design of human resource systems. Approaches to evaluating and assessing the contribution and effectiveness of human resource systems are studied. | Prerequisite: MANA 6100 for BUAD graduate students; completion of 9 HURE credits for HURE students, or consent of M.S.H.R. Director | 3 |
| INBU 6951 | BUAD 280 | International Study in Business | Structured travel and study programs in international business. Central Europe (Czech trip) | Prerequisite: Student in good academic standing and consent of M.B.A. Director. | 3 |
| INTE 6150 | BUAD 270 | Information Technology Strategy | Covers how information flows throughout an organization and how it impacts managerial decision-making. Information technology (IT) in organizations has changed from a support and infrastructure to the role of driving corporate strategy. Emphasizes user involvement/leadership in information systems project management to prepare non-IT managers to be responsible for budgets of IT initiatives. Student managers can realize how to exploit and leverage information for decision making that re-engineers businesses. Methodologies include case studies and team projects. | Prerequisites: INTE 6000 or consent of M.B.A. Director. | 3 |

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| INTE 6157 | BUAD 279 | Global Information Technology Sourcing | Discussion on the evolution of IT and business process outsourcing with a focus on offshore software development. It will cover the rationale, different models, country providers, criteria for success, skill sets and impact of offshore IT outsourcing on an organization's strategy. Methods are readings, speakers, case studies and research papers. | Prerequisites: INTE 6000 or consent of the M.B.A. Director | 3 |
| MANA 6110 | BUAD 266 | Leadership, Motivation & Organizational Change | Designed to: 1) examine and evaluate existing leadership theories, 2) survey topical issues and new developments in the leadership area, and 3) develop students' leadership skills and abilities. To meet this goal, motivation and leadership concepts will be used to analyze, diagnose, and make decisions about various organizational situations. The primary focus of the course will be on case analysis. Lectures and discussions also will be used to provide perspective on assigned reading. | Prerequisite: MANA 6100 or consent of the M.B.A. Director. | 3 |
| MANA 6125 | BUAD 269 | Negotiations | The objective of this course is to provide a comprehensive investigation of the process and dynamics surrounding a diverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost/benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. | Prerequisite: MANA 6100 or consent of M.B.A. Director. | 3 |
| MANA 6170 | BUAD 263 | Global Environment of Business | "Environmental influences" refers to a company interfacing with a variety of groups, that is, <i>stakeholders</i> , some internal to the company, such as stockholders and employees, and some external to the company, such as consumers, competitors, and government agencies. In a broader context, social environmentalism refers to the impact of a corporation's social, legal, regulatory, political, ethical and international environment upon a corporation's objectives. The specific objectives of the course are: to provide a general understanding of the major relationships between business firms and their stakeholders, to develop key concepts and principles that can be used by managers as they cope with the firm's various stakeholders, and to provide some practice in using these analytic tools by applying them to selected current problems and issues confronting business. | Prerequisite: Consent of M.B.A. Director. | 3 |

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| MANA 6953 | BUAD 269 | Healthcare Management | <p>Healthcare reform is considered to be an idea whose time has finally come and it is currently front and center stage in the theater of good public policy/political drama. The business of healthcare is an economic engine that powers both national and local economies - one out of every ten jobs in our economy is in healthcare; healthcare represents a significant percentage of the GDP; healthcare is a people business and as baby boomers age more people will require care and there are not enough workers in the pipeline to meet this need.</p> <p>The course, An Introduction to Healthcare Management and Policy explores what healthcare reform portends for the organization and management of healthcare institutions and their relationships with other providers, payers, suppliers and consumers. Upon completion of the course, students should have an understanding of the hospital business model and an appreciation of the pillars necessary to support comprehensive healthcare reform and how it will shape the strategic direction of healthcare institutions.</p> | Prerequisite: Consent of M.B.A. Director. | 3 |
| MARK 6170 | BUAD 249 | Marketing Ethics and Social Responsibility | <p>Focuses on various social issues affecting the firm but central to making marketing programs and competitive strategy. The purpose of this unit will be to elaborate upon some of the broader, social and public policy issues introduced in other marketing and business courses. Among the topics and issues discussed will be: the social responsibility of marketing, consumer rights, legal constraints upon competitive strategy, the future of marketing practice, and other macro concerns that affect marketing based systems.</p> | Prerequisites: MARK 6100 or consent of the M.B.A. Director. | 3 |
| MARK 6931 | | Applied Marketing Consulting | <p>Provides students with the opportunity to apply their classroom experiences in a corporate consulting arena. Student teams work directly for a client over the entire semester and present their recommendations to the client at the conclusion of the course. Students gain practical experience as consultants, solving actual business problems and developing teamwork skills.</p> | Prerequisite: MARK 6100 or consent of M.B.A. Director. | 3 |

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| | | | <p>Analytics adds an all-important quantitative edge to marketing, helping companies transform data, information and insights into more effective decisions and higher profits. For students and business professionals preparing to advance in marketing, analytics is one of the top must-have skills that hiring companies are seeking.</p> | | |
| MARK 6953 | BUAD 249 | Marketing Analytics | <p>The course differs from traditional marketing research courses by focusing on the marketing strategies underlying quantitative analysis and how that analysis leads to greater profitability. It gives students a toolbox of techniques to explore familiar marketing challenges.</p> <p>Marketing Analytics uses a combination of hands-on practice, case studies, guest speakers and lecture to give students the analytical tools and the mindset to migrate from a qualitative to a more quantitative brand of marketing and improve their job potential.</p> | Prerequisite: MARK 6100 or consent of M.B.A. program director. | 3 |
| OSCM 6160 | BUAD 224 | Quantitative Decision Modeling and Analysis | Examines quantitative aspects of managerial decision-making. It introduces models and methods that are widely used for the analysis of a variety of managerial problems. Topics may include: linear programming, transportation models, networks, project management, queuing and simulation. | Prerequisite: MANA 6000, 6001 or consent of the M.B.A. Director. | 3 |
| OSCM 6931 | | Purchasing & Supply Management | The course will cover the basic concepts and processes in purchasing and supply management. Focus will be on developing a basic understanding of global sourcing/supply management, principles of supplier quality, cost and delivery, skills in negotiations and material cost tracking/cost analysis. Explores the role and responsibilities of a buyer in the procurement department of an organization and buyer-supplier relationship | | 3 |