

Graduate School of Management Elective Course Descriptions

(Accounting classes are mostly offered during the day. See timetable of classes for course meeting times and dates.)

ACCOUNTING	Course #	old #	Title	Course Description	Prerequisites	credits
	ACCO 5040		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 6040	ACCO 241	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		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 6045	ACCO 247	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 6050	ACCO 244	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		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 6080	ACCO 240	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 5119		Tax Research	The objective of this course is to assist in the development of essential tax research skills and their application in the prevailing federal tax environment. The student will learn how to find tax authority, evaluate the efficacy of that authority, and apply the results of the research to a specific situation.	Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director.	3
ACCO 6119	ACCO 242	Tax Research	Development of essential tax research skills and their application in the prevailing federal tax environment. The student will learn how to find tax authority, evaluate the efficacy of that authority, and apply the results of research to a specific situation.	Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director.	3	

Course #	old #	Title	Course Description	Prerequisites	credits
ACCO 6180	BUAD 239	Financial Statement Analysis	This course focuses on how accounting information is used for making managerial decisions. Includes an overview of financial statement analysis, student preparation of written analytical reports, and the use of analytical and cash flow techniques. Group projects, oral presentations and the use of technology are all included.	Prerequisites: Admitted to graduate BUAD, ECON, ENMA, HCTM. HURE, or NURS; ACCO 6100 or consent of M.B.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 6512		State and Local Taxation	Taxable incidents and multiple taxation under the Commerce Clause of the United States Constitution; current tax developments under the Import-Export clause of the United States Constitution; allocation and apportionment formulas; and multi-state tax compact.	Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director.	3
ACCO 6520	ACCO 222	Corporate and Not-for-Profit Reporting Issues	Study of business combinations (mergers, consolidations, and acquisitions of net assets or common stock). Construction of consolidated financial statements, including analysis of inter-company transactions. Introduction to international accounting issues. Accounting for colleges and universities and health care, voluntary health and welfare, and other not-for-profit organizations.	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
ACCO 6530	ACCO 232	Advanced Cost Management	Develops an understanding of accounting as a financial information system. Cost accounting is designed to structure financial information so as to assist management in decision-making. As a result, course has a decision orientation, which is important for students who seek careers in either profit-motivated or not-for-profit organizations.	Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director.	3
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.	3
ACCO 6570	ACCO 233	Auditing: Ethical, Legal, Professional, and Reporting Responsibilities	Focuses on major issues in auditing not addressed in an undergraduate auditing and assurance course. Specific attention is given to the Finance, Inventory, Property, Plant and Equipment and Payroll cycles of the audit engagement, corporate governance, Sarbanes-Oxley Act as well as in-depth coverage of audit reporting, review and compilation reports. A major component of the course is the conduct and presentation of the results of an operational audit.	Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director.	3
ACCO 6590	ACCO 243	Accounting Theory	Analysis of the theoretical structure underlying financial accounting. Emphasis directed toward its development from both normative and descriptive approaches. Relates accounting theory to the basic financial statements and to selected topical areas. Examination of current issues under study by Financial Accounting Standards Board.	Prerequisites: Admitted to the graduate ACCO program; or consent of M.S.A. program director.	3
ACCO 6931		Topics in Accounting	Elective course. Topics will vary.	Prerequisite: Admitted to the graduate ACCO program; or consent of M.S.A. program director. Prerequisites may vary on a course by course basis.	1-3
ACCO 6953	BUAD 239	Seminar in Accounting	Elective course. Topics will vary.	Prerequisite: Admitted to the graduate ACCO program; or consent of M.S.A. program director. Prerequisites may vary on a course by course basis.	2-3

Course #	old #	Title	Course Description	Prerequisites	credits
BUAD 6101		Skills: Conducting Performance Appraisals	Focuses on the communication skills important for conducting effective and fair performance appraisals. Includes an overview of the performance appraisal process, principles of organizational justice - as it relates to performance appraisals - and the communication skills need. While a variety of approaches (e.g., 360, BARS, etc.) will be introduced - primarily through reading - the focus will be on process. 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 6102		Skills: Balanced Scorecard	<u>Using the Balanced Scorecard for Bottom Line Results</u> The Balanced Scorecard has been recognized by Harvard Business Review as one of the most influential business ideas in the last 75 years. In today's competitive business environment executing strategy into action is critical for success. This "hands on" course will focus on three major areas of the Balanced Scorecard: 1) Theory and concepts, 2) Case studies of successful Companies and 3) Building your own Balanced Scorecard. State of the art software will be used to build a Balanced Scorecard for the Student's organization illustrating operationalizing strategy into actionable results. 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 6104		Skills: Business Writing	Business writing.	Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program; or consent of M.B.A. 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 6107		Skills: Facilitating Meetings	Businesses today encounter increasingly complex problems. To find a successful solution often requires knowledge and skill from a wide, often cross-functional, group of people. Time becomes a critical constraint to the team commissioned to investigate and solve the problem both from the standpoints of the need for a speedy solution and the multiple priorities of the team members. Team effectiveness can be enhanced with the attention the team members pay to process as well as content. Often organizations designate two leadership roles: a team leader responsible for the content outcomes of the group and a team facilitator responsible for group process during meetings. The purpose of this course is to develop and practice skills for facilitating meetings. 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 6108		Skills: GIS Business ArcView Software	Emphasis on principals and usage of Geographic Information Systems (GIS). Discuss capabilities and applications, review spatial data, and become familiar with GIS software via hands-on exercises. 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 6110		Skills: Organizational Assessment	Provides students with tools and methods for assessing the current state of their organizations. Different perspectives and approaches will be considered for diagnosing an organization. Several different diagnostic models will be introduced that guide students on where and what to look for. Emphasis will be placed on the need to consider the formal and informal systems as well as the alignment of sub-systems. Methods of data collection that will be discussed include examination of historical records, observations, and interviews. The pros and cons of survey questionnaires as a tool for organizational assessment will be considered along with a review of some commercially available surveys.	Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program; or consent of M.B.A. Director.	1

Course #	old #	Title	Course Description	Prerequisites	credits
BUAD 6111		Skills: Powerful Presentations	Students learn how to develop and deliver high-powered and targeted presentations through a well-planned and organized process and through the use of the tools available in PowerPoint. Provides a basic framework for developing and delivering effective business presentations. As part of this framework, students will learn tips for preparing the presentation, overcoming personal obstacles to public speaking, rehearsing and delivering the presentation and interacting with the audience. Workshop time will be devoted to learning how to create effective presentations using Microsoft PowerPoint including the use of templates, the presentation master and slide master; development of figures, charts and diagrams; inserting information into their presentations; sharing their presentations with others for review and delivering their presentations online or in person.	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.	1
BUAD 6113		Skills: SPSS	Familiarizes students with the features of SPSS statistical package and how to use SPSS in data analysis. However, this course is not intended to teach you the various statistical techniques. There will be a basic level discussion of topics such as an overview of SPSS, creating SPSS datasets, modifying data values (recode, compute, sort, split data files, concatenate data files, create multiple response sets), statistical procedures, creating and modifying legacy charts as well as interactive charts, reading non-SPSS data files and converting them into SPSS data files. A number of data analysis assignments / problems will be given which require application of SPSS. 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 6114		Skills: Team Building	Focuses on learning and developing specific team building skills. Students will be given material to help them understand team dynamics, problem solving in teams, group communication, and developing high performing teams. Exercises and group activities will emphasize the differences between individual and group goals and provide students with the opportunity to practice team-based skills. 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 6115		Skills: Networking – Job Skills to Survive a Tough Economy	Students will learn the various uses of networking (evaluate career alternatives, search for a position, establish technical support groups, etc.) and will work from skills and career objectives self-assessment exercises to develop an overall networking strategic plan. They will then evaluate their current networking resources, identify networking gaps and practice improving their networking skills. The workshops will emphasize role-playing development of techniques and will involve analyzing barriers to an effective networking campaign. The interim between sessions will be used to further develop a plan and to practice skills in the work world. The second session will include evaluating plans and skills and implementing revisions to the original plans. A final plan based upon classroom feedback will be required. 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 6116	BUAD 6931	Workshop in Organizational Consulting: Roles, Responsibilities and Skills.	<p>This course is intended to build competence in consulting for organizational problem, project, and process interventions. The focus is on the skills of both process consulting, and the application of functional/technical expertise, whether as an internal or external consultant to an organization. Students will be assigned to one of several teams, each of which is assigned to a case emphasizing (but not limited to) one of four problem/opportunity areas. Students will prioritize their interests in advance of the first class, and every effort will be made to assign them to a case team that they identify as their 1st or 2nd priority. The areas are:</p> <ol style="list-style-type: none"> People (HR/Org., labor, leadership/succession, training & development, etc.); Finance (capital/liquidity, accounting/reporting, revenue issue, cost reductions, etc.); Market (product, pricing, market share, marketing communications, etc.); Operations/technology (plant & equipment, IS, facilities, etc.) <p>The cases are based on real, published business school cases, adapted by the instructor to suit the instructional “process” of this class. The instructor has been an academic, a business executive in multiple industries, and spent several years as a senior consultant with Hewitt Associates in their Organizational Effectiveness practice working with client companies around the world.</p> <p>Attendance at all class meetings is required.</p>	Prerequisite: Admitted to the graduate 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.	1

Course #	old #	Title	Course Description	Prerequisites	credits
BUAD 6931		Topics in Business Administration	Elective course. Topics will vary.	Prerequisite: Admitted to the graduate 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.	1-3
BUAD 6931 (topic)		Finance Fundamentals for Managers (for non-GSM students)	This four session mini-course is designed to help the Entrepreneurship Certificate candidate who has had limited financial education or experience understand the basics of financial statement composition and construction. In addition, the course will discuss the concept of valuation in the context of a business, and will expose the student to the tools necessary to create such valuations. Upon completion of the course, the student should be able to comprehend and construct the three major financial statements, interpret what each statement says, and be comfortable in understanding the inter-relationship of the three. Importantly, this course will prepare the student for the required course in Entrepreneurial Finance which more rigorously looks at cash flows, valuations models, capital structure, and deal structure.	Prerequisite: Admitted to the graduate 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.	1
BUAD 6931 (topic)		Value Proposition & Business Case	The objective of this course is to provide students with an approach and methods to develop a business case. The course will answer the following question: Where do we focus our resources, balancing risk vs return, to improve the business? By understanding competitor, customer and stakeholder requirements and how well the company's resources are aligned to satisfy those requirements, will allow the student to develop value propositions and initial business cases for strategically relevant processes. Students will individually conduct an assessment of a strategic business process in their organization, developing value propositions and an initial business case to improve that process.	Prerequisite: Admitted to the graduate 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.	1
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 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.	1
BUAD 6953		Seminar in Business	Elective course. Topics will vary.	Prerequisite: Admitted to the graduate BUAD, ECON, ENMA, HCTM, HURE, OR NURS program; ACCO 6100; or consent of M.B.A. program director. Prerequisites may vary on a course by course basis.	1-3

	Course #	old #	Title	Course Description	Prerequisites	credits
Business Law	Course #	old #	Title	Course Description	Prerequisites	credits
	BULA 6110	BUAD 231	Legal Issues in Business and Technology	Provides an owner/manager's perspective of the significant influence of the law and of legal principles on managerial decision making. Major topics will include government regulation of business activities, contract law, liability law and forms of business organizations. Emphasis is on the application of these principles to managerial decision making in the current business environment. Prerequisite: Consent of the M.B.A. Director	Prerequisite: Consent of the M.B.A. Director	3

	Course #	old #	Title	Course Description	Prerequisites	credits
	ECON 5008	ECON 182	Economics and Law	Relationship between the rights and obligations which the legal system confers on individuals and the allocation of resources which results from alternative assignments of legal rights. Uses and limitations of economic analysis in explaining the process by which legal rights are conferred.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
	ECON 5016	ECON 163	Environmental and Natural Resource Economics	Economic analysis of environmental and natural resources including land, air, and water. Special emphasis on the role of human values and economic institutions in resource exploitation. Topics covered include air and water pollution, energy, ocean resources, forestry practices, mineral resources, the population problem, and agriculture.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
	ECON 5045	ECON 155	Comparative Economic Development	An analysis and description of institutional differences among national economies. A theoretical framework for analyzing the effects of alternative systems on social and economic behavior is developed. Theoretical models are applied to specific cases, with special emphasis on issues of growth and development in advanced variants of capitalist, post-communist and less developed economies.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
	ECON 5070	ECON 181	Economics and Ethics	Interaction of economic principles and understanding with ethical principles and understanding in contemporary society. Analysis of affluence's impacts on character development, the practice of moderation and justice, and the meaning of spiritual poverty. Applications of this ethic to critical features of modern industrial society.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
	ECON 5075		The Economics of Religion	Explores how the tools of modern economic analysis, theoretical and empirical, can be used to better understand issues central to religious behavior and participation. Hence, the primary objective is to gain a better understanding of the breadth and application of economic concepts (the student learned in principles and intermediate courses) using the markets for religion as a vehicle for analysis. The secondary objective is to better understand the functioning of religious markets: Why do individuals allocate time and money to religious activities? How do they determine the allocation between the two? Why are there so many denominations in the United States? Why are some churches very large and other very small? Why do predominately Protestant nations grow faster than predominately Catholic nations? How does religious participation affect individual attitudes toward trust, trade, and immigration?	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
	ECON 6503	ECON 210	Microeconomic Theory and Applications	Surveys mathematical techniques applied to economics, including differential calculus and linear algebra. Develops neoclassical theory of firm and consumer behavior using mathematical techniques. Emphasizes the methodology of constructing and using microeconomic models. Explains economic behavior at the individual, firm, market, and general equilibrium levels. Offered fall term.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
	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.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
	ECON 6510	ECON 245	Economics of the Public Sector	Economic analysis of the public sector, including the topics of taxation and expenditure policy, federalism/centralism, economics of law, Pareto criteria, and constitutional economics. Culminates in the presentation of a research paper on a suitable topic in public economics.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3

Course #	old #	Title	Course Description	Prerequisites	credits
ECON 6512	ECON 246	Studies in Urban and Regional Economics	Uses economic tools to examine decisions of firms and households in a spatial setting. Covers regional economic issues, such as why cities exist and where they tend to develop, inter-urban household migration and firm location decisions, and models of urban growth. The urban economic topics explored include the inter-urban location decisions of economic agents in the context of amenities, public goods and zoning restrictions. Finally, the tools developed in the class are used to investigate urban problems such as poverty, housing, and transportation issues.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
ECON 6520	ECON 260	Studies in Labor Market Analysis	Determinants of the demand and supply of the services of human beings. Compensatory wage differentials, human capital investment, migration and immigration, and labor market discrimination. The role of unions, government in the labor market and current issues.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
ECON 6522		Health Economics	This course will focus on the use of economic models and regression methods in the analysis of healthcare. The course will cover a variety of topics including the cost-benefit analysis and managed care, demand for health, production of health services, income disparities in health outcomes and distribution of health, insurance and risk-sharing, and the role of government. At the end of this course, you will be able to apply economic reasoning and statistical methods to many healthcare issues. Offered occasionally.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
ECON 6530		Principles of Commercial Real Estate Development	Provides the students with an introductory knowledge of the real estate development process. Focuses on the physical and analytical tools necessary in the real estate development process including: finding the development opportunity, land acquisitions/site analysis, building design and public approvals, legal, market analysis, project management, construction, leasing, and financing. Throughout an increasingly sophisticated real estate development feasibility process is followed to assess the viability of a development at different states of the development process.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
ECON 6544	ECON 257	International Currency Markets	An examination of various foreign currency market, including spot, forward and derivative instruments, understanding the economic, historical, institutional, and empirical aspects of these markets. Analysis of the relationship between currency markets, money markets and bond markets. Development and study of the fundamental models of balance of payments and exchange rate determination.	Prerequisite: Admitted to MSAE degree or consent of the M.S.A.E. Director.	3
ECON 6546	ECON 256	International Trade	Examines traditional and contemporary issues of international trade using the basic tools of microeconomics. Addresses the basis for trade, the effects of trade and impediments to trade. Specific topics include various trade theories, arguments for and against protection, the instruments and effects of Uses economic tools to examine decisions of firms and households in a spatial setting. Covers regional economic issues, such as why cities exist and where they tend to develop, inter-urban household migration and firm location decisions, and models of urban growth. The urban economic topics explored include the inter-urban location decisions of economic agents in the context of amenities, public goods and zoning restrictions. Finally, the tools developed in the class are used to investigate urban problems such as poverty, housing, and transportation issues.	Prerequisites: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	3
ECON 6560	ECON 201	Applied Econometrics	Specification, estimation, statistical verification of multiple linear regression models, and hypothesis testing. Causes, consequences, detection of such problems as heteroscedasticity, autocorrelation, and ARCH. Other topics include estimation of models with panel data and limited dependent variables.	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
ECON 6931		Topics in Economics	Topics will vary.	Prerequisite: Admitted to the graduate ECON program; or consent of M.S.A.E. program director. Prerequisites may vary from course to course.	1-3

Course #	old #	Title	Course Description	Prerequisites	credits
ECON 6931		Spatial Econometric	Introduction to Spatial Econometrics - Traditional econometric tools ignore the role that physical space plays in econometric modeling. Over the past 25 years, regional economists have begun to recognize that econometric estimates can be biased and inefficient when there are spatial patterns in the error structure. In this 1 credit course, students will learn how to use basic GIS tools and spatial econometric software to spatially analyze data, detect whether there are spatial patterns in the error structure of your model, and correct for spatial dependence or spatial autocorrelation.	Prerequisites include ECON 6560 and ECON 6561.	1
ECON 6953	ECON 296	Seminar in Economics	Topics vary, but may include topics listed below.	Prerequisite: Admitted to the graduate ECON program; or consent of M.S.A.E. program director. Prerequisites may vary from course to course.	1-3
ECON 6953	BUAD 219	Seminar in Economics	An examination of current topics in economics. Topics vary. Offered occasionally.	Prerequisite: Admitted to the graduate ECON program; or consent of M.S.A.E. program director. Prerequisites may vary from course to course.	1-3
ECON 6953	Summer 2010	Seminar in Economics: Sports Economics	This course is about the dynamics of the sports industry and its impact on local and regional economies. It describes the structure of the professional and NCAA sports markets including antitrust issues in professional leagues along with various labor issues. It also considers some of the legal issues concerning the development of a modern professional sports facility. It investigates the methods that have been used to empirically estimate the effects of sports teams and facilities on local and regional economic growth and development.	Prerequisite: Admitted to the graduate ECON program; or consent of M.S.A.E. program director and ECON 6501 or equivalent.	3
ECON 6964	ECON 270	Practicum in Applied Economics	Directed work in applied economic analysis under the supervision of a working professional in a business, financial, international or public policy area. Requires a faculty supervisor.	Prerequisite: Admitted to the graduate ECON program; or consent of M.S.A.E. program director.	1-3

Course #	old #	Title	Course Description	Prerequisites	credits
ENTP 6110	BUAD 261	New Venture Formation	This course focuses on starting and developing a new business. Topics include: evaluating opportunities and testing the feasibility of creative ideas, selecting and dealing with partners, alternative methods of financing, developing the initial competitive strategy, structuring and managing the business through the early survival months, and sources of outside help. Students will prepare a business plan that can be used to launch the new initiative.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	3
ENTP 6115	BUAD 269	Growth Strategies for Entrepreneurial Companies	Focuses on growing and developing entrepreneurial ventures. Topics include: Financing Growth and managing investors; Management capability as businesses grow (and change); cultural issues associated with entrepreneurial growth implementations; adaptation of strategy to change, both short and long term, and harvesting strategies for business owners. Students will interview entrepreneurs, develop operational plans, interview potential resource providers, and write self-assessments as part of the course.	Prerequisite: ACCO 6000, MANA 6000, MANA 6001, or consent of M.B.A. Director.	3
ENTP 6120	BUAD 269	Strategic Consulting	Students provide pro bono consulting services to local entrepreneurs, small business owners, and not-for-profit organizations, chosen when possible to be consistent with the Marquette mission. Students work in relatively autonomous teams, albeit supervised by the instructor, for a selected client on a strategic topic of concern to the top management of the client. In doing so, they gain skills and experiential understanding in project management, applied business research, the consulting process, and particular "real world" general management issues.	Prerequisites: Admitted to graduate BUAD, ECON, ENMA, HCTM. HURE, or NURS; or consent of M.B.A. program director.	3
ENTP 6180	BUAD 259	Entrepreneurial Finance	Focuses on the financial aspects of entrepreneurship, from the first decision as to whether or not to undertake an activity, to projecting financial needs, reviewing the trade-offs between alternative financing choices, to harvesting. Topics will include, but are not limited to: bootstrapping, the role of angel investors, private placements, venture capital, banking options, commercial financing, public offers (IPOs, PIPES), factoring franchising and joint ventures.	Prerequisites: FINA 6100 or consent of the M.B.A. Director.	3

ENTREPRENEURIAL BUSINESS

Course #	old #	Title	Course Description	Prerequisites	credits
ENTP 6931		Topics in Entrepreneurship	Elective course. Topics will vary.	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.	1-3
ENTP 6953		Seminar in Entrepreneurship	Elective course. Topics will vary.	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.	1-3
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-assess 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.	3
ENTP 6953		Private Equity Experiential Learning Experience	<p>This course focuses on providing MBA students a focused, intensive semester long experience working for a minimum of eight hours per week in a Milwaukee-based private equity firm.</p> <p>Through a competitive application matching and selection process, students will be paired with a private equity firms.</p> <p>Students will undertake specific assignments for the firm with an expected culmination at the end of the semester.</p> <p>Enrollment will be a competitive multistage interviewing process with final offers made to specific students by firms with whom they have interviewed. Interviews will take place early in May and firms will interview accepted candidates after May 15th. Enrollment is limited to those students with an offer from a firm in the program. It is anticipated that there will be no more than 8 places in the class.</p> <p>Four evening classes, in addition to the weekly work with the private equity firm, will take place throughout the semester on Wednesday evenings from 5:45pm to 8:25pm. Attendance is mandatory. Class dates are August 31st, Sept 21st, Oct 19th and Nov 16th.</p> <p>The classes will focus on various private equity issues related to the projects each student is working on at their host firm.</p>	Prerequisite: Fina 6100; FINA 5081 & ECON 6100 are recommended. It is OK to take 5081 concurrently. Consent of the M.B.A. Director.	3
ENTP 6964		Practicum in Entrepreneurship	Directed work in entrepreneurial business under the supervision of a working professional. Requires a faculty supervisor.	Admitted to the graduate ENTP-CER program and cons. of M.B.A. prog. dir.	1-3

	Course #	old #	Title	Course Description	Prerequisites	credits
FINANCE	FINA 5081		Investment Banking	Review of the common types of transactions that investment bankers work on and the different methods used to value those transactions. Some of the transactions covered include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buyouts, going private transactions, etc. Course will also expose students to different methods used to value those transactions via applied projects, model building, cases, etc. the class will contain some on-line teaching elements to supplement the in-class time.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	3
	FINA 5370		Advanced Investment Management, Ethics and Society	In the final course in the AIM program, students learn how to manage investments in a manner that is both ethical and socially responsible. Students 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. Students also are exposed to the strategies and performance of investment funds that are socially responsible. In doing so, students consider such issues as discrimination and affirmative action in the workplace, economic justice, and environmental impact, among others, in the evaluation of companies for the inclusion in a socially responsible fund.	Prerequisite: FINA 4330, FINA 4060, and FINA 4931 (Fixed Income Securities), which may be taken concurrently. Only open to students accepted into the AIM program.	3
	FINA 6081		Investment Banking	Review of the common types of transactions that investment bankers work on and the different methods used to value those transactions. Some of the transactions covered include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buyouts, going private transactions, etc. Course will also expose students to different methods used to value those transactions via applied projects, model building, cases, etc. the class will contain some on-line teaching elements to supplement the in-class time.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	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 6130	BUAD 256	Bank Management	Management of a commercial bank, including lending, loan pricing, liability management, liquidity, and asset/liability management. Issues relating to the current bank regulatory environment, including bank failures and capital adequacy, are discussed.	Prerequisite: FINA 6100 consent of the M.B.A. Director.	3
	FINA 6140	BUAD 258	International Financial Management	This course examines the unique financial problems in managing a multinational firm. Financial principles are applied to a variety of multinational business issues including, hedging currency and interest rate risk, multinational capital budgeting, direct foreign investment, and managing a global business firm. This course integrates financial theory with a case study approach.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	3
	FINA 6160	BUAD 255	Financial Derivatives	Study of the mechanics, pricing, arbitrage, and risk of derivative securities markets, including options, futures, swaps, and collateralized securities and the markets in which they are traded. Applications are developed of the use of these markets as a hedging vehicle for portfolio managers, corporate treasurers, bankers, and others.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	3
	FINA 6163	FINA 6115	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 ratios, and discounted cash flow analysis.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	3
	FINA 6165	BUAD 253	Fixed Income Markets and Securities	Focuses on the use of fixed income securities to fulfill investment requirements or accommodate corporate financing strategies. Coverage includes fixed income markets and the securities trade in those markets, techniques used to value fixed income securities, and derivative strategies using fixed income securities.	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

Course #	old #	Title	Course Description	Prerequisites	credits
FINA 6931		Topics in Finance	Topics will vary.	Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, OR NURS program and FINA 6100; or consent of M.B.A. program director. Prerequisites may vary on a course by course basis.	1-3
FINA 6953	BUAD 259	Seminar in Finance	Topics will vary.	Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, OR NURS program and FINA 6100; or consent of M.B.A. program director. Prerequisites may vary on a course by course basis.	1-3

Course #	old #	Title	Course Description	Prerequisites	credits
HURE 5003	HURE 211	Employment Law	Provides an overview of the major federal laws, which regulate human resources management, as well as common law. Topics include wrongful discharge, privacy, defamation, negligent hiring, Title VII, affirmative action, the Americans with Disabilities Act, ERISA, Workers' Compensation, and the Occupational Safety and Health Act. The course is intended to provide human resource managers and line supervisors with a sufficient working knowledge of these laws to reduce the risk of imposing legal liability on their employers by their own actions, and to minimize liability for questionable or unlawful acts of company agents through prompt and effective action.	Prerequisites: Admitted to the graduate HURE program; or consent of M.S.H.R. program 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
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 5050		Human Resources Information Systems	Addresses the use of human resource information systems to facilitate and improve managerial decisions pertaining to human resource issues. Topics include: information systems fundamentals and modeling of human resource issues to assist decision making in such areas as HR and affirmative action planning, staffing, training and development, compensation and benefit administration.	Prerequisites: Admitted to the graduate HURE program; or consent of M.S.H.R. program director.	3
HURE 6050	HURE 250	Human Resources Information Systems	Addresses the use of human resource information systems to facilitate and improve managerial decisions pertaining to human resource issues. Topics include: information systems fundamentals and modeling of human resource issues to assist decision making in such areas as HR and affirmative action planning, staffing, training and development, compensation and benefit administration.	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 6170	BUAD 260	Ethical Issues, Regulatory Environment and Human Resource Management	Addresses an array of human resource topics from the manager's point of view. Three themes will be woven throughout this course: Ethical issues presented by selected human resource policies and programs; The legal and regulatory environment pertaining to employees and to union organizations and representation; and establishing consistency between human resource management policies and programs and the strategic objectives of the organization.	Prerequisites: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS; and consent of M.S.H.R. program director.	3

HUMAN RESOURCES

F	Course #	old #	Title	Course Description	Prerequisites	credits
	HURE 6500	HURE 212	Human Resources Statistics and Research Design	Addresses the topics of measurement, sampling and research design in the context of human resources management systems. Statistical methods studied include analysis of variance, analysis of covariance, correlation, regression, multiple regression, as well as selected non-parametric statistics and measures of association. Extensive use of human resource management examples will be employed to facilitate transfer to work organization settings.	Prerequisites: Admitted to the graduate HURE program; or consent of M.S.H.R. program director.	3
HURE 6510	HURE 230	Strategic Compensation	Focuses on theory and practice relevant to the development of compensation systems, which are internally consistent, externally competitive and individually motivating. Topics include: motivation theories; job evaluation methods; salary and benefit surveys; pay structures; and alternative compensation plans, including gain sharing, road banding and pay-for-knowledge. Relevant government regulations are also studied.	Prerequisites: Admitted to the graduate HURE program; or consent of M.S.H.R. program director.	3	
HURE 6530	HURE 210	Staffing Work Organizations	Studies theories and practices relevant to staffing work organizations. Topics include: reliability and validity of selection procedures, criterion development, evaluation of alternative selection procedures and compliance with equal employment opportunity, affirmative action as well as other relevant regulations.	Prerequisites: Admitted to the graduate HURE program and HURE 6500; or consent of M.S.H.R. program director.	3	
HURE 6535	HURE 221	Diversity in Organizations	Focuses on the complex dynamics of diversity in organizations as seen from the vantage point of social science and organizational studies. Examines demographic trends in the work force, differentiate cultural practices and values among diverse groups, and discuss strategies for dealing with discrimination and stereotyping. The focal themes of the course include: the nature or character of diversity, organizational practices, and theoretical implications. Individual, interpersonal and organizational factors influencing diversity will be examined using both a conceptual and an experiential approach.	Prerequisites: Admitted to the graduate HURE program; or consent of M.S.H.R. program director.	3	
HURE 6580	HURE 220	Training and Development	Addresses principles and factors that contribute to the personal growth and development of employees. The focus is on training and employee development within work organizations. Training includes program development, principles of learning, training techniques and evaluation. Employee development topics involving career planning and management will also be addressed.	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	
HURE 6931	BUAD 268	Topics in Human Resource Management	Elective course. Topics will vary.	Prerequisite: ACCO 6100; or consent of M.S.H.R. program director. Prerequisites may vary from course to course.	1-3	
HURE 6953	HURE 259	Seminar in Human Resources	Elective course. Topics will vary.	Prerequisite: Admitted to the graduate HURE program; or consent of M.S.H.R. program director. Prerequisites may vary from course to course.	1-3	

INTERNATIONAL B BUSINESS	Course #	old #	Title	Course Description	Prerequisites	credits
	INBU 5951		International Study in Business	Structured travel and study programs in international business.	Prerequisite: Student in good academic standing and consent of M.B.A. Director.	0-3
	INBU 6931		Topics in International Business	Topics may vary.	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.	1-3
	INBU 6951	BUAD 280	International Study in Business	Structured travel and study programs in international business.	Prerequisite: Student in good academic standing and consent of M.B.A. Director.	0-3

Course #	old #	Title	Course Description	Prerequisites	credits
INBU 6953		Seminar in International Business	Elective course. Topics will vary.	Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, or HURE program; or consent of M.B.A. program director. Prerequisites may vary on a course by course basis.	1-3

Course #	old #	Title	Course Description	Prerequisites	credits
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
INTE 6153	BUAD 279	Project Management	Provides a holistic view of project management. Content will focus on impact of effective project management on myriad aspects of the organization and will include the following topics: Alignment of projects with organizational strategy; Project elements, organization, and structure; Estimating project times and costs; Developing a project plan; Risk management; Resource and project scheduling and management; Being an effective project manager, managing project teams; Managing inter-organizational relationships; Progress and performance measurement and evaluation; Managing international projects and project teams; Vendor management; Management of cross-functional project teams. Supplemental Activities include: Hands-on project management, Speakers from Project Management Institute and industry and Project management software – e.g. MS Project, SIM software.	Prerequisites: INTE 6000 or consent of the M.B.A. Director.	3
INTE 6156	BUAD 279	Privacy and Security	Covers technical safeguards that can prevent disruption of service, data tampering and theft. Topics include risk assessment, management policies, authentication, encryption, digital signatures, authorization procedures, government standards, international law, and vendor offerings. From a business perspective, the issue of what constitutes authorization for both collection and release of “personal” data will be reviewed. To the extent that corporations have an “ethical” obligation not to sell or divulge customer data, safeguards and legal limitations to prevent this will also be reviewed. Case studies, projects and research reports are used for evaluation.	Prerequisite: INTE 6000 or consent of M.B.A. Director.	3
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
INTE 6158	BUAD 279	Systems Analysis and Design	Students learn to analyze, model and design business system and process requirements using common tools and methodologies. Students apply concepts from class to a real-life systems development project of their choice.	Prerequisites: INTE 6000 or consent of the M.B.A. Director.	3
INTE 6931		Topics in Information Technologies	Topics will vary.	Prerequisite: INTE 6000; or consent of M.B.A. program director. Prerequisites may vary from course to course.	1-3

INFORMATION TECHNOLOGIES

	Course #	old #	Title	Course Description	Prerequisites	credits
	INTE 6953	BUAD 279	Seminar in Information Technology	Topics will vary.	Prerequisite: INTE 6000; or consent of M.B.A. program director. Prerequisites may vary from course to course.	1-3
MANAGEMENT	Course #	old #	Title	Course Description	Prerequisites	credits
	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 6140	BUAD 264	International Management	Directed toward practicing managers who wish to build cross-cultural competence and develop a deeper understanding of contemporary issues in international management (e.g., management of cross-border mergers, acquisitions and alliances; transfer of best practices across organizational and national boundaries). Grounded in theory, yet focuses on the implications of these issues for managers and their organizations. Class activities will comprise lectures, cases analyses, videos, a cultural simulation exercise, and interactive activities and discussions.	Prerequisite: MANA 6100 or consent of the 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
	MANA 6239	BUAD 289	Strategic Management in a Global Economy	Study of comprehensive business cases involving problematic situations of top management significance and requiring the application of mature and resourceful diagnostic, problem-formulating, and problem-solving competence.	Prerequisite: Admitted to the graduate BUAD program and successful completion of 21 credits of core and/or elective core credits; or consent of M.B.A. program director	3
	MANA 6931		Topics in Management	Topics will vary.	Prerequisites: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program; MANA 6100; or consent of M.B.A. program director. Prerequisites may vary from course to course.	1-3

Course #	old #	Title	Course Description	Prerequisites	credits
MANA 6953		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
MANA 6953		Seminar in Management	Topics will vary.	Prerequisites: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program; MANA 6100; or consent of M.B.A. program director. Prerequisites may vary from course to course.	1-3

Course #	old #	Title	Course Description	Prerequisites	credits
MANA 6953		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

Course #	old #	Title	Course Description	Prerequisites	credits
MARK 5931		Seminar in Marketing	Marketing Analytics: The focus of this Marketing Analytics course is to move students from qualitative to more quantitative marketing – giving you the analytical tools and mindset to help companies develop effective, enterprise-wide analytical programs. The course uses a combination of lecture, case studies, real-world marketing data and learning by doing, with hands-on experience with a variety of analytical software.	Prerequisite: MARK 6100, MANA 6000, 6001	3
MARK 6110	BUAD 241	Consumer Behavior	Consumer behavior examines the consumer’s process of planning, purchasing and using economic goods and services. The course is interdisciplinary in nature and applies concepts from psychology, sociology, economics and anthropology. Additional topics include services and industrial buying behavior. Cases are used.	Prerequisite: MARK 6100 or consent of the M.B.A. Director.	3
MARK 6120	BUAD 249	Integrated Marketing Communications	The Integrated Marketing Communications (IMC) course is a study of the promotional mix (i.e., advertising, personal selling, sales promotion, publicity, sponsorship marketing and point-of-purchase communication) and other elements of the marketing mix (i.e., product/brand, price, distribution) as they speak with one voice in communication between the firm and its customers. Specifically, integrated marketing communications, brand management, environmental marketing, the regulatory process, and ethical issues in advertising are first examined. Then, contributions to integrated marketing communications from the communications and semiotics fields, the behavioral sciences, and attitude and persuasion research are investigated. Next, brand, labeling, and packaging strategies are explored. Then, a careful analysis of advertising (including message and creative strategies, message and source factors, media strategy, and ad effectiveness), direct marketing (including interactive marketing), trade and consumer sales promotion, public relations and rumor control, and the personal selling process then follow as they apply to the promotional mix. Specific treatment of the social, legal, ethical and international dimensions of integrated marketing communications is provided throughout the course.	Prerequisite: MARK 6100 or consent of M.B.A. Director.	3
MARK 6130	BUAD 246	Customer Relationship Management	This course analyzes how companies can obtain a sustainable competitive advantage by managing their relationships with their customers more effectively. Progressive marketing executives recognize that one of the key drivers to organizational success is the development of a loyal base of satisfied customers. Students in this course will learn about the main marketing variables that impact customer’s satisfaction judgments. Emphasis will also be placed on understanding the powerful relationship between customer loyalty and company profits. In addition, the most effective methods for responding to dissatisfied customers’ complaints will be discussed and evaluated.	Prerequisite: MARK 6100 or consent of the M.B.A. Director.	3
MARK 6135	MARK 6931	Applied Marketing Consulting	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.	Prerequisite: MARK 6100 or consent of M.B.A. Director.	3
MARK 6140	BUAD 242	Global Marketing Strategy	The objectives of this course are: 1. To develop an understanding of international marketing concepts and show how these concepts can be applied to different international marketing environments and situations. 2. Examine the major environmental factors influencing the development of international marketing strategies. 3. Critically evaluate the developments in global economic, technological, political, and social environments. 4. To examine the different international marketing mix configurations in terms of their strategic orientations and market relevancy. 5. To evaluate the ethical dimensions of international marketing involvement.	Prerequisite: MARK 6100 or consent of the M.B.A. Director.	3

MARKETING

Course #	old #	Title	Course Description	Prerequisites	credits
MARK 6150	BUAD 249	e-marketing Strategy	Covers issues related to integrated, multi-channel strategy, internet marketing strategy, Web site traffic, customer loyalty, and the future of internet marketing and e-commerce. The course includes a continuation of lectures, video presentations, guest speakers, assigned readings, case studies, and research assignments.	Prerequisites: MARK 6100 or consent of M.B.A. Director.	3
MARK 6151	BUAD 244	Direct Marketing & e-Commerce	While many principles and activities of general marketing and advertising are applicable to direct marketing, there are also some major differences. In this course, you will learn about the principles, strategies, and tactics of direct marketing (database marketing), how direct marketing differs from general marketing, and how direct response advertising differs from general advertising. Marketing aspects of e-commerce will also be addressed, since successful e-commerce is online direct marketing (e.g., Amazon.com). This course also covers CRM, how customer segmentation can increase customer mail/e-mail efficiency and file profitability, customer profitability and customer life-time value, break-even analysis, tracking and forecasting in direct marketing (offline and online), testing and research in direct marketing, and legal and ethical issues related to direct marketing, especially privacy. In this course, you will also learn how to develop marketing action plans (course project).	Prerequisite: MARK 6100 or consent of the M.B.A. Director. <i>Attendance at the first class meeting is mandatory. Word and PowerPoint or Office 97 (Office 98 or 2000), Internet Explorer and access to the Internet on evening and weekends is required.</i>	3
MARK 6160	BUAD 249	Marketing Research	Addresses how the information used to make managerial decisions is generated by gathering data, analyzing data, interpreting results, and preparing research reports. Therefore, this course is appropriate for both users of research results and those who aspire to be marketing researchers. The format for this course will consist primarily of lectures, some video presentations, and a research project. SPSS, and to some extent, SAS will be used for performing data analysis.	Prerequisite: MANA 6000, MANA 6001, MARK 6100; or consent of M.B.A. program director.	3
MARK 6165	MARK 6931	Marketing Analytics	<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> <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, MANA 6000, MANA 6001 or consent of M.B.A. program director.	3
MARK 6170	BUAD 249	Marketing Ethics and Social Responsibility	Focuses on various social issues affecting the firm but central to managing 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.	Prerequisites: MARK 6100 or consent of the M.B.A. Director.	3

Course #	old #	Title	Course Description	Prerequisites	credits
MARK 6180	BUAD 245	Strategic Marketing	The main objective of this course is to provide students with the opportunity to discuss emerging issues in marketing as they influence marketing strategy. Contemporary writings in marketing strategy will be the focus of the course. Discussion will revolve around analyses of the various authors' observations and an examination of the practical value to a working manager. Special emphasis on the relation of the external environment and its impact on marketing decisions.	Prerequisite: MARK 6100 or consent of the M.B.A. Director.	3
MARK 6185	BUAD 249	Brand Management	Helps students understand and apply the critical strategies that successfully build and grow global brands. This will be accomplished by examining brands from both a managerial and consumer perspective. Specific topics will include: establishing and measuring brand equity, marketing new and established brands, brand architecture and extension decisions, global branding issues, and brand portfolio management. The focus ranges from small startup brands, consumer brands, government brands, and B2B brands.	Prerequisite: MARK 6100 or consent of M.B.A. Director.	3
MARK 6190	BUAD 247	Marketing and Public Policy	This course reviews the changing regulatory, legal, social and ethical environment affecting marketing managers. Specific course topics include marketing and advertising regulation and self-regulation; advertising deception and unfairness; marketing's impact on society's regulation of mergers and joint ventures; warnings and disclosures; and legal issues involved in product, pricing and distribution decisions. Special emphasis will be placed on consumer protection issues faced by federal agencies.	Prerequisite: MARK 6100 or consent of the M.B.A. Director.	3

Course #	old #	Title	Course Description	Prerequisites	credits
MARK 6931		Topics in Marketing	Topics will vary.	Prerequisite: MARK 6100 or consent of M.B.A. program director.	1-3
MARK 6953	BUAD 249	Seminar in Marketing	Topics will vary.	Prerequisite: MARK 6100 or consent of M.B.A. program director.	1-3

Course #	old #	Title	Course Description	Prerequisites	credits
OSCM 6110	BUAD 221	Manufacturing Management	The objective of this course is to provide an overall understanding of the essential concepts, methods, and practices utilized in manufacturing management. It includes such topics as manufacturing strategy, quality management, inventory management, production planning and scheduling, MRP, capacity planning, and Just-in-Time systems. The course will be taught from a managerial perspective and will include a discussion of some of the leading edge techniques in this area like synchronous manufacturing, cellular manufacturing, supply chain management, and virtual manufacturing.	Prerequisite: OSCM 6100 or consent of the M.B.A. Director.	3
OSCM 6115	BUAD 222	Service Operations Management	This course examines key concepts and techniques associated with designing, managing, and delivering services in various types of organizations. The main issues include service challenge, design, productivity, quality, demand and capacity management, workforce planning and scheduling, queue management, strategy, and integration. The course will lean heavily on the discussions of cases as well as hand-on experience assignments in various service industries.	Prerequisite: OSCM 6100 or consent of the M.B.A. Director.	3
OSCM 6120	BUAD 223	Quality and Process Management	This course presents the quality system as a strategic management concept. As such, first, issues related to customer focus, value, and satisfaction; organizational change, learning, adaptability, effectiveness, and improvement; and policy planning and deployment, are addressed. Next, concepts and methods dealing with product and process design, quality function deployment, bench marking, and process improvement and reengineering are discussed. Finally, techniques for quality measurement and improvement such as statistical process control, reliability, process capability, and acceptance sampling are covered.	Prerequisite: OSCM 6100 or consent of the M.B.A. Director.	3
OSCM 6140	BUAD 229	Globalization and Global Operations	This course focuses on both the operational / technical aspects of managing globally dispersed supply chains and on the broader issues surrounding offshore operations (sometimes called outsourcing). These issues include the pros and cons of offshore locations for manufacturing and service operations. Emerging markets such as China, India, East Asia, Eastern Europe and others are examined. The topics included in this course would be valuable to graduate students whose interests and careers are oriented towards global operations.	Prerequisite: OSCM 6100 or consent of M.B.A. Director.	3
OSCM 6141	BUAD 229	International Operations Management	The course addresses management of operations within and surrounding global business enterprises. The emphasis will be on managerial and strategic issues facing multi-national companies.	Prerequisite: OSCM 6100 or consent of M.B.A. Director.	3
OSCM 6150	BUAD 229	e-Business and Supply Chain	Recently managing supply chain and e-business has received great attention in practice, as industries become more uncertain, dynamic, and volatile. In order to achieve a sustainable competitive advantage in market competition in the digital or e-economy today, it is imperative that top executives, decision-makers, supply chain and e-business managers develop an integrated strategy of managing the entire supply chain along with e-business initiatives effectively and efficiently. This course examines various key supply chain and e-business issues in both manufacturing and service firms, such as: changing competition and supply chain and e-business strategies, benchmarking and performance assessment, leading edge practices, supply chain and e-business infrastructure - information and solution systems (ERP, EAI, SCP and SCE systems), customer service, CRM and e-fulfillment, supplier and distributor relationship (outsourcing, strategic alliance, partnership), e-logistics, e-procurement and e-marketplace, lead time, B2B supply chain transformation, and global supply chain and e-technology management. The primary objective of this course is to help you develop a comprehensive (analytic and integrative) understanding of, and critical insights into, crucial strategic and managerial operations issues and challenges in manufacturing and service firms so that you become a more effective leader/manager in a firm. The class will run interactively with active discussions of actual company cases, real problems and opportunities faced by corporate executives, operations and supply chain managers, e-business directors, etc.	Prerequisite: OSCM 6100 or consent of the M.B.A. 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

OPERATIONS AND SUPPLY CHAIN MANAGEMENT

	Course #	old #	Title	Course Description	Prerequisites	credits
	OSCM 6180	BUAD 229	Supply Chain and Technology Management	This course examines various key supply chain issues in both manufacturing and service firms, such as: supply chain and technology strategy, benchmarking and performance assessment, leading edge practices, customer service, supplier and distributor relationship, lead time, information and solution systems, supply chain transformation through e-Commerce, e-Business and e-Chain capability, and global supply chain management. The primary objective is to help develop a comprehensive understanding of, and critical insights into crucial strategic and managerial operation issues and challenges in manufacturing and service firms.	Prerequisite: OSCM 6100 or consent of the M.B.A. Director.	3
	OSCM 6931		Topics in Operations and Supply Chain Management	Topics will vary.	Prerequisite: OSCM 6100 or consent of the M.B.A. Director	1-3
	OSCM 6953	BUAD 229	Seminar in Operations Management	This is a variable topic course, which provides an examination of current topics in operations management. Topics vary, but may include: Supply Chain Management, Project Management, Global Operations Management and Operations Strategy.	Prerequisite: OSCM 6100 or consent of the M.B.A. Director	1-3

REAL ESTATE	Course #	old #	Title	Course Description	Prerequisites	credits
	REAL 6113		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 ratios, and discounted cash flow analysis.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	3
	REAL 6931		Topics in Real Estate	Topics will vary.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	1-3
REAL 6953		Seminar in Real Estate	Elective course. Topics will vary.	Prerequisite: FINA 6100 or consent of the M.B.A. Director.	1-3	