

MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Descriptions

ACCOUNTING, LAW & TAXATION COURSES

ACCT 501 FINANCIAL ACCOUNTING

3 SH

A study of basic accounting concepts and their significance to the financial analyst and manager. Problems relating to income determination, valuation, reporting and analysis are stressed. Alternative conceptual foundations of reporting standards are presented and evaluated. *Prerequisite: M.B.A. degree students, M.A. Fine Arts majors with concentration in Museum Management or M.A. Theatre majors with concentration in Arts Management only.*

ACCT 502 MANAGERIAL ACCOUNTING

3 SH

This course examines the development of theory, concepts and practices of providing information for use within the organization. Cost concepts and classifications schemes, the use of accounting information for internal decision making, static and flexible budgeting for managerial control and activity based costing techniques are among the topics covered. *Prerequisites: ACCT 501, and ECON 501; M.B.A. degree students only.*

ACCT 506 INTERNAL AUDITING

3 SH

This is an introductory course in internal auditing. Emphasis is placed introducing the importance of the internal audit function in today's business environment. Different types of internal audits are presented with an emphasis on operational audits, risk assessment and assisting management in achieving its objectives. Career opportunities for internal auditors are explored. *Prerequisites: ACCT 520, or undergraduate degree with a concentration in accounting.*

ACCT 508 GOVERNMENTAL AND NOT-FOR-PROFIT ACCOUNTING

3 SH

This course reviews the accounting and reporting concepts, standards and procedures applicable to the Federal government, state and local governments and not-for-profit institutions such as universities and hospitals. *Prerequisite: M.B.A. or MS in Accounting degree students only.*

ACCT 510 ACCOUNTING INFORMATION SYSTEMS

3 SH

Examines the theory and practice of developing and maintaining accounting based information systems. Systems development techniques, system control and documentation are emphasized. Transactional, data-based distributive and electronic data exchange concepts are developed. The auditing of computer based systems is structured. *Prerequisites: ACCT 501 and INFO 503; or undergraduate degree with concentration in accounting; MBA or MS in Accounting degree students only.*

ACCT 512 FUNDAMENTALS OF FEDERAL TAXATION

3 SH

The purpose of this course is to introduce students to a broad range of tax concepts for the individual and to emphasize the role of taxation in the business decision-making process. Coverage includes on a broad basis: the framework of the tax system, factors in selecting a choice of entity, type of income, deductions and losses, types of distributions to owners including their tax effect, tax impact of shifting ownership, different types of corporate compensation and professional responsibilities. *Prerequisite: M.B.A. degree students only.*

ACCT 514 ADVANCED TAX FOR ACCOUNTANTS

3 SH

The purpose of this course is to further expand on the basic concepts presented in "Basic Taxation for Accountants." Formation, operation and dissolution of sole proprietorships, C Corporations, S Corporations, and partnerships are discussed. Coverage also includes limited liability entities, alternative minimum tax calculations for individuals and corporations related party transactions, estate and gift tax, fiduciary accounting, tax planning and ethics. *Prerequisites: ACCT 512; undergraduate degree with concentration in accounting; MBA or MS in Accounting students only.*

ACCT 520 CONTEMPORARY ISSUES IN FINANCIAL ACCOUNTING I

3 SH

The course builds on material presented in the financial accounting course ACCT 501. Students should gain an improved understanding of the techniques and underlying rationale of methods used to accumulate financial and

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operating data. Also improves skill in analyzing information provided in annual financial reports. *Prerequisites: Not open to any student with undergraduate Accounting degree.*

ACCT 521 CONTEMPORARY ISSUES IN FINANCIAL ACCOUNTING II 3 SH
Continuation of Contemporary Issues in Financial Accounting I. Enables students to acquire an improved understanding of the composition and significance of various segments of the balance sheet, especially non-current assets, non-current liabilities, stockholders' equity, and statement of cash flow. *Prerequisites: ACCT 520; Not open to any student with undergraduate Accounting degree.*

ACCT 522 ACCOUNTING FOR DECISION MAKING 3 SH
The focus of this course is the integration with managerial accounting of the discipline of economics, managerial science and behavioral sciences. Quantitative techniques such as regression, linear programming and calculus are investigated in light of managerial accounting applications. The implications of behavioral sciences on the function of performance evaluation is investigated. *Prerequisites: ACCT 502; M.B.A. degree students only.*

ACCT 523 FINANCIAL STATEMENT ANALYSIS 3 SH
From an accounting perspective, an in-depth discussion and analysis of financial statements as a basis for valuation of the firm. The real performance of the companies under consideration will be determined as students learn to decode information contained in corporate annual reports. The course leads to the ability to evaluate critically the key issues affecting a company's valuation and operations utilizing accounting information. In addition, the valuation techniques introduced provide the opportunity for statistical modeling and empirical testing of the valuation procedures with accounting data. *Prerequisites: ACCT 501 and FINC 501; or undergraduate degree with concentration in Accounting; MBA or MS in Accounting degree students only.*

ACCT 524 AUDITING CONCEPTS AND TECHNIQUES 3 SH
A course in auditing principles, theory, design, and techniques. Theory, practice and techniques are integrated through the use of current auditing problems and student performance of a simulation audit of selected financial statement data. *Prerequisites: ACCT 520 or undergraduate degree with a concentration in accounting; M.B.A. degree students only.*

ACCT 525 INTERNATIONAL TAXATION & INTERNATIONAL MANAGEMENT ACCOUNTING 3 SH
This course deals with the impact of international taxation on U.S. multinational corporations doing business abroad, foreign corporations doing in the U.S., the U.S. residents working abroad, and nonresident aliens working in the U.S. It further concerns the tax rules for controlled foreign corporation and foreign sales corporation. The course also studies the aspects of international management accounting. It investigates the inflation accounting system in the world and the performance evaluation in multinational corporations. In addition, it covers the transfer pricing methods and investment analysis for multinational corporations. Related professional pronouncements and Internal Revenue Codes are integrated into the course contents. *Prerequisites: ACCT 501 & 502; or undergraduate degree with concentration in Accounting; MBA or MS in Accounting degree students only.*

ACCT 526 FRAUD EXAMINATION 3 SH
The course will cover the principles to be followed and techniques to be adopted to detect and prevent fraud especially in corporate context. Students will gain knowledge and ability to decipher the presence of fraud. Students will learn how to analyze and implement various types of fraud prevention and detection procedures. The course will provide a broad understanding of several major related topics such as skimming, larceny, billing schemes, check tempering, payroll schemes, corruptions and fraudulent financial statements, interviewing witnesses and occupational fraud and abuse. *Prerequisites: ACCT 501 and INFO 503; M.B.A. degree students only.*

ACCT 527 FORENSIC ACCOUNTING 3 SH
The roles, responsibilities, and requirements of a forensic accountant in the litigation environment. Emphasis on how to review, detect, and investigate possible financial statement concerns of public and private companies. Topics

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covered include: elements of financial statement fraud; management's and auditor's responsibilities, financial statement red flags, earnings management, and investigative strategies. Actual litigation and fraud cases will be discussed to highlight the evolving roles of forensic accountants. Prerequisites: ACCT 501 and INFO 503, or undergraduate degree with concentration in accounting; M.B.A. or M.S. in Accounting degree students only.

ACCT 540 INTERNATIONAL ACCOUNTING AND AUDITING 3 SH

This course deals with the measurement of operating results and financial position of a multinational corporation involving transactions with foreign currencies. It focuses on the system of foreign exchange market and the transaction gains or losses due to change in foreign exchange rates. It concerns the foreign exchange risk management in hedging activities. It specifically investigates the risk aversion tool of forward exchange contract. The topics further include translation of foreign currency financial statements for a foreign branch and a foreign subsidiary corporation. The course also explores international accounting standards and accounting systems in other countries. In addition, it also studies the international auditing standards throughout the world. It further emphasizes the auditors independence in international scene. A high level of knowledge and sophistication in accounting techniques is required for understanding the course material. Relevant pronouncements of the authoritative accounting profession are greatly emphasized. This course is cross listed with International Business, INBS 540. *Prerequisite: ACCT 501 and 502; or undergraduate degree with concentration in Accounting; MBA or MS in Accounting degree students only.*

ACCT 575 INDEPENDENT STUDY IN ACCOUNTING 1-3 SH

Under faculty guidance and supervision, this tutorial course is open to students who wish to pursue individual study and research in a particular discipline. Written permission of the appropriate department chair and the MBA Director must be secured prior to enrolling in this course. *Prerequisite: Departmental approval.*

ACCT 577 SELECTED TOPICS IN ACCOUNTING 3 SH

An in-depth study of a selected topic, issue, problem or trend in accounting. The specific subject matter is not offered as an existing regular course or deserves more time-emphasis than is possible in a regular course. When offered, topics and prerequisites are announced in the course schedule. *Prerequisite: M.B.A. or MS in Accounting degree students only.*

BSLW 503 BUSINESS LAW I 3 SH

The course introduces the student to the legal and regulatory environment of business and studies the law of contracts, agency and partnerships. *Prerequisite: M.B.A. degree students only.*

BSLW 504 BUSINESS LAW II 3 SH

The course introduces the student to the law of corporations, commercial paper, bailments, sales and secured transactions. *Prerequisite: M.B.A. degree students only.*

BUSINESS ECONOMICS COURSES

ECON 501 ECONOMIC ANALYSIS 3 SH

The resource allocation and distribution of income implications of a market-oriented economy operating under various degrees of competition. Also analyzed are the determinants of consumer and market demand, and, the theoretical cost structure of firms. *Prerequisite: M.B.A. degree students. M.A. Environmental Studies majors with concentration in Environmental Management (ESEM), Doctor of Environmental Management (ENVM) students; or M.B.A. Director approval.*

ECON 502 FINANCIAL INSTITUTIONS AND MONETARY POLICY 3 SH

This course analyzes the structure and functioning of the monetary and financial system. The component parts and the system as a unit will be examined as they interrelate to affect the economy. Topics include commercial banking system, Federal Reserve system, financial markets, financial intermediaries, determination of the level and structure

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of interest rates, and contemporary problems, both theoretical and applied, in the area of monetary policy. This course is cross listed with FINC 502. *Prerequisites: ECON 501 and 505.*

ECON 503 ECONOMIC PROBLEMS OF THE THIRD WORLD 3 SH
A survey of major economic problems of the Third World; examination of the economic structure of developing countries and of general theories of economic development; critical evaluation of various policy alternatives for their development; analysis of possible economic relationships between First and Second Worlds with the Third World. *Prerequisite: ECON 501.*

ECON 505 AGGREGATE ECONOMICS 3 SH
This course develops contemporary macroeconomic theories to explain aggregate employment, national income and the levels of interest rates and prices. Along with developing various models, the course examines current research and reviews the economy's recent macroeconomic performance. *Prerequisite: M.B.A. degree students, M.A. Environmental Studies majors with concentration in Environmental Management (ESEM), Doctor of Environmental Management (ENVM) students; or M.B.A. Director approval.*

ECON 508 ECONOMICS OF PUBLIC MANAGEMENT 3 SH
Computer-based applications of capital theory to the decision-making process of government. Analysis of alternative approaches to public sector project evaluation. Spreadsheet applications of project analysis in physical and human resource management, covering water resources, public health, and education. *Prerequisite: ECON 501.*

ECON 533 CORPORATIONS AND INTERNATIONAL FINANCIAL MARKETS 3 SH
Discusses the economic theories and problems which confront business institutions when dealing in international financial markets. Analyzes the various market instruments and how a corporation may use them. Cross listed with International Business, INBS 533 and Finance, FINC 533. *Prerequisite: ECON 501.*

ECON 542 BUSINESS FLUCTUATIONS AND FORECASTING 3 SH
Theories to account for variations in business activity; macroeconomic models and other forecasting approaches; economic fluctuations in the United States; proposals for reducing fluctuations; Harrod Domar model and other modern theories of growth. Cross listed with Finance, FINC 542. *Prerequisite: Departmental permission.*

ECON 543 UNITED STATES AND THE INTERNATIONAL ECONOMY 3 SH
Principles of international finance, monetary relations and trade. Discussion of contemporary international monetary and trade problems and policies. Discussion of the economic aspects of current American foreign policy. *Prerequisites: ECON 501 and 505.*

ECON 545 ECONOMICS OF LABOR 3 SH
Principal trends in the industrial and occupational distribution of labor; current developments in labor-management relations in both private and public sectors; market trends and institutional factors that determine employment, wage rates, fringe benefits and industrial peace. *Prerequisite: ECON 501.*

ECON 550 TECHNICAL CHANGE AND INTERNATIONAL COMPETITION 3 SH
This course will discuss the theory productivity and technical change in the context of declining performance of U.S. manufacturing. It will focus attention on the nature of international competition and its effects on manufacturing productivity growth in the U.S. based on the analysis, a tentative set of policy suggestions will also be offered at the end for restructuring U.S. manufacturing sector and strengthening its competitive base. *Prerequisites: ECON 501.*

ECON 570 BUSINESS AND THE SOCIOPOLITICAL ENVIRONMENT 3 SH
Study of the increasingly complex set of interrelationships among business, government and other interest groups in the public policy process. It explores the economic and legal environment, and the social and political factors which affect organizations. A series of current corporate and public policy problems are discussed in order to raise major

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issues, including ethical issues, involved in managing the corporation's relationships with its many publics.

Prerequisites: Completion of the Functional Core: ACCT501, MGMT505, MKTG501, FINC50, and INFO505.

ECON 575 INDEPENDENT STUDY IN ECONOMICS 1 -3 SH

Under faculty guidance and supervision, this tutorial course is open to students who wish to pursue individual study and research in a particular discipline. *Prerequisite: Departmental approval.*

ECON 577 SELECTED TOPICS IN ECONOMICS 3 SH

An in-depth study of a selected topic, issue, problem or trend in business economics. The specific subject matter is not offered as an existing regular course or deserves more time-emphasis than is possible in a regular course. When offered, topics and prerequisites are announced in the course schedule book. *Prerequisites: ECON 501 and 505.*

FINANCE COURSES

FINC 501 CORPORATE FINANCIAL MANAGEMENT 3 SH

An introductory course in corporate financial management which provides students with an understanding of the fundamental concepts of modern finance from an analytical and quantitative perspective and serves as a foundation course for further work in finance. The course stresses: valuation; capital budgeting decisions; capital structure and dividend decisions. *Prerequisite: ACCT 501, and ECON 501, and INFO 501; M.B.A. degree students only.*

FINC 502 FINANCIAL INSTITUTIONS AND MONETARY POLICY 3 SH

This course analyzes the structure and functioning of the monetary and financial system. The component parts and the system as a unit will be examined as they interrelate to affect the economy. Topics include commercial banking system, federal reserve system, financial markets, financial intermediaries, determination of the level and structure of interest rates, and contemporary problems, both theoretical and applied, in the area of monetary policy. This course is cross listed with Economics, ECON 502. *Prerequisites: ECON 501 and 505.*

FINC 533 CORPORATIONS AND INTERNATIONAL FINANCIAL MARKETS 3 SH

Discusses the economic theories and problems which confront business institutions when dealing in international financial markets. Analyzes the various market instruments and how a corporation may use them. Cross listed with International Business, INBS 533 and Economics, ECON 533. *Prerequisite: ECON 501.*

FINC 542 BUSINESS FLUCTUATIONS AND FORECASTING 3 SH

Theories to account for variations in business activity; macroeconomic models and other forecasting approaches; economic fluctuations in the United States; proposals for reducing fluctuations; Harrod Domar model and other modern theories of growth. Cross listed with Economics, ECON 542. *Prerequisites: Departmental approval.*

FINC 551 INVESTMENTS, PORTFOLIOS AND SECURITY ANALYSIS 3 SH

Develops the analytical methods relevant to investment management. Techniques are presented for the evaluation of corporate equity, debt, and other securities. Portfolio theory is presented in the context of formulating and managing appropriate asset portfolios. *Prerequisite: FINC 501.*

FINC 552 INTERNATIONAL FINANCIAL POLICY 3 SH

Analytically oriented introduction to the political, economic, operational and tax environment in which international business, particularly multinational corporations, functions. Stressing methods of analysis which enable defensive strategies against risk; the course is comprised of five major units: political and country risk; foreign exchange risk; long-run investments and financing; working capital management; and control performance evaluation and tax planning. Cross listed with International Business, INBS 552. *Prerequisite: FINC 501.*

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- FINC 553** FINANCIAL DERIVATIVES 3 SH
This course extends the array of financial instruments covered in the initial investment course to include modern hedging instruments such as futures, options and swaps. Included is a description, analysis, and use of these instruments by corporations, banks, and investors. *Prerequisite: FINC 551.*
- FINC 554** ADVANCED FINANCIAL POLICY 3 SH
Focuses on the application of valuation, investment, financing and dividend decisions to case studies. It examines various practical problems in capital budgeting, the valuation of different kinds of debt and options, and financial planning and strategy. *Prerequisite: FINC 501.*
- FINC 556** MERGERS AND ACQUISITIONS 3 SH
This course examines the process by which mergers and acquisitions take place. The focus of the course is on the environment surrounding mergers and acquisitions, including motivation for M&A, how targets or buyers are found, M&A as a step in the strategic planning process, valuation of the target company, ethical issues in the M&A process, and implementation of the M&A. *Prerequisite: FINC 501*
- FINC 570** CASE STUDIES IN FINANCIAL MANAGEMENT 3 SH
Emphasizing the central theme of value creation and capital market efficiency that reappear throughout the course, students will analyze through a case-study method the way in which the subjects of financial analysis and forecasting, the cost of capital, capital budgeting, the management of shareholders equity and corporate debt, innovative financial instruments, and corporate restructurings (including mergers and buyouts contribute to creating firm value. *Prerequisites: FINC 501.*
- FINC 575** INDEPENDENT STUDY IN FINANCE 1 -3 SH
Under faculty guidance and supervision, this tutorial course is open to students who wish to pursue individual study and research in a particular discipline. Written permission of the appropriate department chair and the MBA Director must be secured prior to enrolling in this course. *Prerequisite: Departmental approval.*
- FINC 576** SEMINAR IN FINANCIAL INNOVATIONS 3 SH
Designed to describe and analyze the new developments in the field of finance - corporate, international and financial markets and institutions - that have appeared over the last five years and the possible directions for the future. The content of the course is intended to be dynamic rather than static, as new financial instruments and institutions are introduced into this fast changing field. *Prerequisites: FINC 551 and FINC 552, or FINC 551 and FINC 554, or FINC 551 and FINC 570, or FINC 552 and FINC 554, or FINC 552 and FINC 570, or FINC 554 and FINC 570.*
- FINC 577** SELECTED TOPICS IN FINANCE 3 SH
An in-depth study of a selected topic, issue, problem or trend in finance. The specific subject matter is not offered as an existing regular course or deserves more time-emphasis than is possible in a regular course. When offered, topics and prerequisites are announced in the course schedule book. *Prerequisite: FINC 501.*

INTERNATIONAL BUSINESS COURSES

- INBS 501** INTERNATIONAL BUSINESS: CONCEPTS AND ISSUES 3 SH
Provide a conceptual and analytical framework of the nature, the process and organizational aspects of the international business. Business students will be acquainted with the dynamics of global business environment, international competition in the domestic and foreign markets and strategic issues relating to international business. The course will provide basics in international economics, foreign exchange, monetary systems and financial markets, the role of multinationals, international marketing and logistics, taxation and accounting systems, cultural challenge, management styles and practices across the nations. *Prerequisite: ECON 501; M.B.A. students only.*
- INBS 511** ISSUES IN INTERNATIONAL MANAGEMENT 3 SH

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An in-depth analysis of all components of international business management. Major emphasis is placed upon multi-national business operations including foreign profit centers, national and cultural differences, and comparative management systems with consequent impact on profitability. These are studied in terms of their influence on all areas of international trade. Cross listed with Management, MGMT 511. *Prerequisites: INBS 501.*

INBS 520 MANAGING THE GLOBAL WORKFORCE 3 SH

The objective of the course is to increase knowledge about managing a global workforce. The course provides a framework for understanding how individual, group and organization factors impact global businesses and how organizations respond to them. Some focus will be placed on understanding cross-cultural issues within this context. Practical application, case analysis, and effective management practices of international companies are emphasized. Cross listed with Management, MGMT 520. *Prerequisite: MGMT 505.*

INBS 530 EXPORT MANAGEMENT 3 SH

To familiarize MBA students of export policies, programs and procedures and develop export/import management skills. The students will become knowledgeable about global sourcing, negotiation, pricing, export/import financing, documentation, international tenders and bidding, logistics and distribution. Cross listed with Marketing, MKTG 530. *Prerequisite: INBS 501.*

INBS 533 CORPORATIONS AND INTERNATIONAL FINANCIAL MARKETS 3 SH

Discusses the economic theories and problems which confront business institutions when dealing in international financial markets. Analyzes the various market instruments and how a corporation may use them. Cross listed with Economics, ECON 533 and Finance, FINC 533. *Prerequisite: ECON 501.*

INBS 540 INTERNATIONAL ACCOUNTING AND AUDITING 3 SH

This course examines how tax structures, domestic and foreign, influence global business decisions. Emphasis is placed on investigating how tax considerations influence decisions relating to imports, exports, and business site locations. Cross listed with Accounting, Law, and Taxation, ACCT 540. *Prerequisite: ACCT 501 and ACCT 502, MBA degree students only.*

INBS 550 INTERNATIONAL BUSINESS STUDY ABROAD 3 SH

This course is designed to prepare students to succeed in the global business environment by providing direct contact with foreign firms and governmental agencies through an international travel experience. Students will have a focused encounter with managers and markets outside the U.S., enabling practice of inter-cultural and inter-personal skills in foreign settings and the consideration of alternative business norms. Examination of personnel practices financial/accounting, retail, promotional, and marketing situations will enlarge perceptions of global business realities. Students will assimilate their travel encounters abroad through selected readings, cases, video tapes, and group discussions. *Prerequisite: INBS 50 and departmental approval.*

INBS 552 INTERNATIONAL FINANCIAL POLICY 3 SH

Analytically oriented introduction to the political, economic, operational and tax environment in which international business, particularly multinational corporations, functions. Stressing methods of analysis which enable defensive strategies against risk; the course is comprised of five major units: political and country risk; foreign exchange risk; long-run investments and financing; working capital management; and control performance evaluation and tax planning. Cross listed with Economics and Finance, FINC 552. *Prerequisite: FINC 501.*

INBS 556 DOING BUSINESS IN ASIA 3 SH

An in-depth study of how Asia is changing the nature of global competition among multinational corporations. It focuses on critical country-specific issues related to doing business in Asian countries. These issues include cultural influence, strategic choices of foreign entry mode and timing, comparative management, local competition analysis, and practices of multinational corporations in this region. *Prerequisite: INBS 501.*

INBS 575 INDEPENDENT STUDY IN INTERNATIONAL BUSINESS 1-3 SH

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Under faculty guidance and supervision, this tutorial course is open to students who wish to pursue individual study and research in international business. Written permission of the instructor, appropriate department chair, and the MBA director must be secured prior to enrolling in this course. This course may be repeated once for a total of six credits. *Prerequisites: INBS 501; departmental approval.*

INBS 577 SELECTED TOPICS IN INTERNATIONAL BUSINESS 3 SH

An in-depth study of a selected topic, issue, problem or trend in international business. The specific subject matter is not offered as an existing regular course or deserves more time-emphasis than is possible in a regular course. When offered, topics and prerequisites are announced in the course schedule book. This course may be repeated once for a total of six credits. *Prerequisite: INBS 501; departmental approval.*

INBS 592 INTERNATIONAL MARKETING MANAGEMENT 3 SH

An examination of the various multinational and transnational issues confronting business organizations marketing products and services in overseas markets. Attention will be focused on problems such as identifying and evaluating markets, adapting marketing strategies to specific market needs and coordinating strategies in world markets. Cross listed with Marketing, MKTG 592. *Prerequisite: INBS 501 or MKTG 501.*

INBS 593 INTERNATIONAL MARKET ENTRY STRATEGIES 3 SH

This course examines the concepts and tools for formulating and executing international market entry strategies that lead to sustainable presence in a foreign market. It presents an analytical framework that highlights critical elements of an international market entry strategy and their interrelationships. The principal emphasis is on identifying and evaluating opportunities in foreign markets, selecting product candidates and target markets, choosing the appropriate entry mode, and crafting an effective foreign market entry plan. *Prerequisite: INBS 501.*

MANAGEMENT COURSES

MGMT 505 MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR 3 SH

Review of classical and modern approaches to the managerial process as it relates to the manager's functions of planning, organizing, staffing, leading, and controlling. These reviews will be tied to the open-system model and the contingency approach as an overall framework for understanding the management of organizations. *Prerequisite: M.B.A. degree students, Environmental Management students, M.A. Fine Arts majors with concentration in Museum Management or M.A. Theatre majors with concentration in Arts Management only.*

MGMT 510 HUMAN RESOURCE MANAGEMENT 3 SH

This course examines how managers can utilize modern human resource practices in order to improve company performance and efficiencies. Topics include staffing for quality, outsourcing, use of core and contingent workforce, managing workforce commitment and performance, legal issues, managing careers, and reward systems. A case study approach is used. *Prerequisite: MGMT 505.*

MGMT 511 ISSUES IN INTERNATIONAL MANAGEMENT 3 SH

An in-depth analysis of all components of international business management. Major emphasis is placed upon multinational business operations including foreign profit centers, national and cultural differences, and comparative management systems with consequent impact on profitability. These are studied in terms of their influence on all areas of international trade. Cross listed with International Business, INBS 511. *Prerequisite: INBS 501.*

MGMT 513 LEADERSHIP AND BEHAVIOR 3 SH

The purpose of the course is to help students understand leadership behavior. The course reviews current theoretical and empirical literature from the behavioral sciences as it relates to leadership. Topics covered include leadership styles, power and leadership, leader-follower interactions, and the manager as leader. *Prerequisite: Completion of all courses in Categories I, II, and III: M.B.A. degree students only.*

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MGMT 520 MANAGING THE GLOBAL WORKFORCE 3 SH
The objective of the course is to increase knowledge about managing a global workforce. The course provides a framework for understanding how individual, group and organization factors impact global businesses and how organizations respond to them. Some focus will be placed on understanding cross-cultural issues within this context. Practical application, case analysis, and effective management practices of international companies are emphasized. Cross listed with International Business, INBS 520. *Prerequisite: MGMT 505.*

MGMT 525 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT 3 SH
This course is for students who want to start their own businesses or initiate new ventures in existing corporations. Topics include the importance of entrepreneurship in the United States, identifying business opportunities and formulating business plans. *Prerequisites: MGMT 505, and MKTG 501, and ACCT 501.*

MGMT 530 MANAGEMENT OF TECHNOLOGY IN ORGANIZATIONS 3 SH
This course focuses on the management of technology and the technological function in the modern corporation. Topics include the management of science and technology professionals, integration of the R&D function into the organization, the impact of national and global forces on innovation introduction and adoption, and technological change. Descriptions of new technologies in biotechnology, manufacturing, aerospace, and other fields are included. Delivered in a lecture format, the course includes case studies, guest speakers, and team-based pedagogical techniques. *Prerequisite: MGMT 505.*

MGMT 540 EXECUTIVE PERSPECTIVES 3 SH
This course complements the theoretical components by provided practical exposure to current management issues. This is accomplished by bringing to class business executives and leaders who discuss their most immediate and longer term management challenges. The course also examines several current issues facing senior executives.

MGMT 575 INDEPENDENT STUDY IN MANAGEMENT 1-3 SH
Under faculty guidance and supervision, this tutorial course is open to students who wish to pursue individual study and research in a particular discipline. *Prerequisite: Departmental approval.*

MGMT 577 SELECTED TOPICS IN MANAGEMENT 3 SH
An in-depth study of a selected topic, issue, problem or trend in management. The specific subject matter is not offered as an existing regular course or deserves more time-emphasis than is possible in a regular course. When offered, topics and prerequisites are announced in the course schedule book.

MGMT 580 STRATEGY AND BUSINESS POLICY 3 SH
The focus of this course is on actual business situations and their impact on the total organization including the role of top management in dealing with these problems. The structure of the course is based on the strategic management process which includes identification, evaluation and implementation of policy and strategy. *Prerequisite: Completion of all courses in Categories I, II, and III: M.B.A. degree students only.*

MANAGEMENT INFORMATION SYSTEMS (MIS) COURSES

INFO 501 STATISTICAL METHODS 3 SH
Introduction to statistical techniques with applications in business decision making and problem solving. Topics include descriptive statistics, probability distributions, statistical estimation and hypothesis testing, regression and correlation, and introduction to analytical statistical methods including control charts. *Prerequisite: Course in undergraduate calculus; M.B.A. degree students only.*

INFO 503 INFORMATION SYSTEMS 3 SH
Examines the information requirements of an organization. The differences in the kinds of information needed at the various organizational levels (operational, administrative and strategic) are emphasized. How to plan and implement

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a comprehensive information system is discussed as well as methods to measure its effectiveness. *Prerequisite: M.B.A. degree students only.*

INFO 505 PRODUCTION/OPERATIONS MANAGEMENT 3 SH
Emphasizes human and mechanical productivity in planning a comprehensive and effective production or operations system. Employs a case approach to the study, formulation and solution of business problems through the application of managerial, quantitative and information systems methodology. *Prerequisites: INFO 501, 503, MGMT 505; M.B.A. degree students only.*

INFO 513 EMERGING TECHNOLOGIES MANAGEMENT INFORMATION SYSTEMS 3 SH
This course is designed to increase awareness of emerging technologies in information systems, within a global business environment. Emphasis is placed on identifying current trends, forecasting their rate of diffusion, and evaluating their current and future impact on business. *Prerequisites: INFO 503; M.B.A. degree students only.*

INFO 514 INFORMATION MANAGEMENT 3 SH
Study of computers and their use as management tools in information systems, research, control procedures, production, finance, modeling, and decision making. Topics include description of end application of different hardware and software components and programming concepts. Computer cost benefit analysis in all of the above and in systems applications. *Prerequisites: INFO 503.*

INFO 521 DECISION SUPPORT AND EXPERT SYSTEMS FOR BUSINESS 3 SH
Introduction to the fundamental principles, techniques and business applications of decision support systems (DSS) and expert systems (ES) from a managerial perspective. Provides practical knowledge of the ways to utilize decision support systems and expert systems to solve business problems involving complex decision-making processes. *Prerequisite: INFO 503; M.B.A. degree students only.*

INFO 522 BUSINESS DATA COMMUNICATIONS AND NETWORKS 3 SH
Primarily from a managerial perspective, provides a broad introduction to data communications, telecommunications networks, and business applications of telecommunications technology. While providing a reasonable foundation for appreciating technical concepts, focuses on the business aspects and practical applications of data communications and computer networks in modern organizations. *Prerequisite: INFO 503, some background in technology, networking, and project management is required.*

INFO 523 DATABASE SYSTEMS FOR BUSINESS 3 SH
Increases an understanding of how databases are developed and managed to effectively support business information systems in organizations. Having acquired conceptual knowledge as well as practical techniques, students also gain insights into other options in database management by reviewing the latest offerings in the field. *Prerequisite: INFO 503, some background in technology, networking, and project management is required.*

INFO 524 BUSINESS SYSTEMS ANALYSIS AND DESIGN 3 SH
Emphasis is on the application of tools and techniques of systems analysis and design, change management concepts, processes, and techniques are presented in the context of systems development projects. Pointers to managerial and organizational aspects of information technology projects are provided throughout the course. This course is for individuals aspiring to be analysts or better informed end users of information systems in business. *Prerequisite: INFO 503; M.B.A. degree students only.*

INFO 525 ELECTRONIC COMMERCE: MANAGERIAL PERSPECTIVE ON NEW BUSINESS MODELS AND INFORMATION INFRASTRUCTURE SUPPORT 3 SH
This course is designed to provide the student an understanding of the consequences of the introduction of the Internet in the way business is conducted. The electronic commerce world is viewed primarily from the point-of-view of MIS. The E-Commerce course will emphasize strategic planning, appreciating relevant information

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technology support issues, and sensitivity to analyzing and evaluating new business models evolving in the marketplace rapidly. Organizations have been profoundly affected by related network technologies. The student will learn about new forms of business practices in "virtual" organization business-to-business, consumer-to-business, person-to-person, and intraorganizational transactions. Specifically, activities in the areas of electronic shop-ping, publishing, distribution, and collaboration will be explored. *Prerequisite: INFO 503.*

INFO 575 INDEPENDENT STUDY IN INFORMATION SYSTEMS FOR BUSINESS 1-3 SH
Under faculty guidance and supervision, this tutorial course is open to students who wish to pursue individual study and research in a particular discipline. *Prerequisite: Departmental approval.*

INFO 577 SELECTED TOPICS IN INFORMATION SYSTEMS FOR BUSINESS 3 SH
An in-depth study of a selected topic, issue, problem or trend in information systems for business. The specific subject matter is not offered as an existing regular course or deserves more time-emphasis than is possible in a regular course. When offered, topics and prerequisites are announced in the course schedule book. *Prerequisite: Departmental approval.*

MARKETING COURSES

MKTG 501 MARKETING MANAGEMENT 3 SH
This business core requirement assumes little or no prior formal education in the discipline of marketing. As such, a solid introduction to the language of the discipline, body of knowledge, tools and techniques must necessarily be covered through a text and readings format supplemented with class lectures which are grounded in heavy case analysis and real-world illustrations. The pivotal distinctiveness of this graduate offering lies in drawing the student into issues that are industry and company specific (preferably drawn from the student's career related industry/company). *Prerequisite: M.B.A. degree students, M.A. Fine Arts majors with concentration in Museum Management or M.A. Theatre majors with concentration in Arts Management only.*

MKTG 530 EXPORT MANAGEMENT 3 SH
To familiarize MBA students with export policies, programs and procedures and develop export/import management skills. The students will become knowledgeable about global sourcing, negotiation, pricing, export/import financing, documentation, international tenders and bidding, logistics and distribution. Cross listed with International Business, INBS 530. *Prerequisite: INBS 501.*

MKTG 575 INDEPENDENT STUDY IN MARKETING 1-3 SH
Under faculty guidance and supervision, this tutorial course is open to students who wish to pursue individual study and research in a particular discipline. *Prerequisite: Departmental approval.*

MKTG 577 SELECTED TOPICS IN MARKETING 3 SH
An in-depth study of a selected topic, issue, problem or trend in marketing. The specific subject matter is not offered as an existing regular course or deserves more time-emphasis than is possible in a regular course. When offered, topics and prerequisites are announced in the course schedule book. *Prerequisite: Departmental approval.*

MKTG 579 SERVICES MARKETING
This course examines the marketing and managerial implications of the differences between goods and services. A wide variety of services are examined, such as financial services (banks, insurance, etc.), healthcare services (hospitals, insurance, pharmacy benefit managers) travel and tourism (hotels, theme parks, airlines), professional services (lawyers, accountants), and lifestyle services (sports clubs, fitness chains). The course discusses many service marketing concepts, including the relationship between the service provider and the customer, the service profit chain, the real-time process experience of services, customer satisfaction and service quality. *Prerequisite: MKTG 501*

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MKTG 589 INTERNET MARKETING MANAGEMENT

3 SH

Firms are experiencing dramatic shifts in marketing practices related to the emergence of the global electronic marketplace. This course is designed to help students and practitioners understand how to think about and implement effective Internet marketing and customer-centric communication programs. The course focuses on the various unique factors and issues that electronic tools bring to marketing, namely the ability to directly market to individuals, provide information services, and to interact in ways that consumers find valuable. Issues examined are using the Internet to attract new customers, retain existing customers, build brand awareness, expand into new markets, develop customer relationships (CRM) programs and the metrics to assess these programs and tools.

Prerequisite: MKTG 501

MKTG 591 CONSUMER/BUYER BEHAVIOR

3 SH

An in-depth introduction to theories and models of how individual consumers, family units, and companies make buying decisions. Each step in the continuous decision cycle is covered in detail, in such models of consumer behavior as the high and low involvement models, information processing and attitude formation and change. Relevant psychological concepts on personality and life-style, self-concept, cognition and classical versus operant conditioning are also covered. Students also gain valuable perspective on how purchase decisions are made in their own households. *Prerequisite: MKTG 501.*

MKTG 592 INTERNATIONAL MARKETING MANAGEMENT

3 SH

This course is designed to aid students to plan and implement international marketing efforts in conjunction with global business strategy. The course will review processes of analyzing, developing, and implementing strategic marketing objectives within an international context which is now characterized by global sourcing, international alliances, highly competitive markets, regional trade areas, and multinational firms, with diminishing connection to their country of origin. Students will practice analytic techniques through research, readings, and case analysis, advancing their conceptual understanding of such issues as competitiveness, regional business clusters, and local sources of advantage. Students will learn to re-think assumptions about marketing mix factors as they apply in different cultural, political, economic, and legal environments. Cross listed with International Business, INBS 592.

Prerequisite: INBS 501 or MKTG 501.

MKTG 593 NEW PRODUCT DEVELOPMENT

3 SH

This course examines product planning, new product and process development, and issues related to exploiting opportunities for successful innovation. Students will analyze product development and launch decisions through case studies, advancing their conceptual understanding of the problems and risks associated with designing new products and the importance of championing, project teams, and fast development cycle times. Students will formulate development and business plans to advance their capability of managing the marketing mix factors to increase the probability of a new product's success. *Prerequisite: MKTG 501, MBA degree students only.*

MKTG 594 MARKETING RESEARCH AND INFORMATION SYSTEMS

3 SH

A comprehensive introduction to current methods used to collect consumer, business and market data and turn it into useful information for marketing decision-makers. Major topics include: secondary studies; quantitative surveys; data analysis (coding, tabulation, basic and multivariate analytical methods); modeling and simulation techniques; and effective communication of research findings (written reports, personal presentations, computer graphics and mapping). Each graduate student is required to design and carry out an original research project on a topic of their choice. Class discussions center on practical applications of marketing research and information systems in the companies in which students are employed. *Prerequisite: MKTG 501.*

MKTG 595 SEMINAR IN MARKETING STRATEGY

3 SH

This course is designed to introduce students to market planning, strategy formation and the process of implementing strategic objectives. Students will practice analytic techniques to understand and diagnose strategic

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imperatives, advancing their conceptual understanding of such issues as competitiveness, core competencies, statistical planning through case analyses and writing strategic plans, learning to relate and connect marketing mix factors to other strategic objects such as continuous improvement systems. Students will be introduced to benchmarking, strategic audits, and other tools used to measure firm performance and develop world-class standards. *Prerequisite: MKTG 501.*

MKTG 596 INTEGRATED MARKETING COMMUNICATIONS– PROMOTION STRATEGY 3 SH

This course provides students with the tools and skills to make decisions involved in integrating the promotion mix into the overall marketing strategy for consumer and/or business-to-business target markets. Emphasis is given to the processes and challenges involved in developing effective marketing communication strategies enabling an organization to be successful in an ever changing competitive global marketplace. Students will learn how the various promotion elements (e.g., advertising, sales promotion) work from a persuasive perspective along with their applicability within an integrated promotions plan, offering strategic insights into their use. This strategic, persuasive, integrated perspective is grounded in a consumer behavior fundamental understanding. Contemporary topics are discussed. *Prerequisite: MKTG 501.*