Business Administration

Chairperson: Dr. Jeanne Simmons, Ph.D.

MBA website (http://business.marquette.edu/academics/mba)

Degree Offered
Master of Business Administration, Plan B Non-Thesis option only.

Program Description
The objective of the master of business administration (M.B.A.) program at Marquette University is to provide students with a broad professional education in preparation for responsible managerial positions in business, public service or education. The program is built upon the foundations of quantitative analysis, behavioral sciences, economics and management theory.

Emphases of the program include an understanding of business problems and the development of managerial skills. The M.B.A. program is accredited by the Association for the Advancement of Collegiate Schools of Business (AACSB–International) and reflects the high standards and expectations of that accreditation.

Prerequisites for Admission
Admission to the M.B.A. program requires: a) a four-year bachelor's degree from an accredited college or university; b) an acceptable record of academic achievement at the bachelor's level and in any previous graduate course work; c) acceptable scores on required admission tests; and d) an overall composite profile of admission data (including an evaluation of previous work experience) that predicts success in the program.

Application Requirements
Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via the GSM website (http://business.marquette.edu/academics/gsm) . Then click on Apply Now.

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Official test scores from the Graduate Management Admission Test (GMAT) or Graduate Records Exam (GRE).
5. Resume or job profile.
6. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
7. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

Note: Temporary non-degree applicants (admission valid for one term only) must submit all of the above, except the GMAT/GRE scores.

Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one semester only. Temporary non-degree status students are not eligible to continue taking M.B.A. classes beyond one semester without degree admission. Typically, non-degree admission is not recommended in the M.B.A. program.

All application materials should be sent to:

Graduate School of Management
David A. Straz, Jr., Hall Executive Center, Suite 275
Marquette University
P.O. Box 1881
Milwaukee, WI 53201-1881

Off-Campus Program
The M.B.A. program currently offers the M.B.A. program at an off-site located in Kohler, Wisconsin. Although the program has some collaboration with local companies, students from all companies are welcome to apply. Admission to the program happens in fall only. As a 'lock-step – cohort group' there are ideally no new entries into the program once the group has matriculated. Students will take all classes together from matriculation to graduation. Classes meet one night a week each fall, spring and summer term. The Kohler program is completed in 28 months. If a student is unable to continue with the group, he/she can transition to the on-campus program at the Marquette University campus. For additional information on this program, contact the M.B.A. office at (414) 288-7145, email MBA@marquette.edu , or visit the GSM website (http://business.marquette.edu/academics/gsm) .
Master of Business Administration

The M.B.A. program requires a minimum of 40 credits of course work and a maximum of 50 credits of course work (this number may be reduced to 34 or 37 hours if exemptions to core courses are granted based upon the applicant’s undergraduate record and major field of study).

The course work covers five distinct areas:

1. Foundation Courses (10 credits)
2. Core Courses (18 credits)
3. Elective Core Courses (9 credits)
4. Capstone Course (3 credits)
5. Elective Courses — Normally chosen from the various graduate electives (10 credits)

The program does not require a thesis, essay or comprehensive examination. Instead, MANA 6240 Strategic Management in a Global Economy serves as the final integrating experience in the program. MANA 6240 Strategic Management in a Global Economy may be taken only after completing 21 credits of core and elective core course requirements.

Program Details

Foundation Course Work

The foundation of the M.B.A. program consists of the five graduate courses (10 credits) listed below. A student can be exempted from foundation course requirements if he or she has recently completed equivalent course work, with satisfactory grades, as part of a degree program accredited by the AACSB–International or other regionally accredited program specifically recognized by the Graduate School of Management. Undergraduate courses would qualify routinely for exemptions if taken as part of the core or elective requirements of a degree program that was completed within the 10 years preceding application to the Marquette M.B.A. program.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6000</td>
<td>Accounting Foundations</td>
<td>2</td>
</tr>
<tr>
<td>ECON 6000</td>
<td>Economics Foundations</td>
<td>2</td>
</tr>
<tr>
<td>INTE 6000</td>
<td>Information Technology Foundations</td>
<td>2</td>
</tr>
<tr>
<td>MANA 6000</td>
<td>Mathematics Foundations</td>
<td>2</td>
</tr>
<tr>
<td>MANA 6001</td>
<td>Statistics Foundations</td>
<td>2</td>
</tr>
<tr>
<td>Total Credit Hours</td>
<td></td>
<td>10</td>
</tr>
</tbody>
</table>

Core Course Work

The core of the M.B.A. program consists of the 6 graduate courses (18 credits) listed below. Students are expected to observe prerequisite sequencing requirements within the core area. We also suggest taking the core courses in the stated sequence when possible. In addition, students should have completed all foundation course requirements before enrolling in core courses.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCO 6100</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ECON 6100</td>
<td>Managerial Economics</td>
<td>3</td>
</tr>
<tr>
<td>FINA 6100</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MANA 6100</td>
<td>Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MARK 6100</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>OSCM 6100</td>
<td>Operations and Supply Chain Management</td>
<td>3</td>
</tr>
<tr>
<td>Total Credit Hours</td>
<td></td>
<td>18</td>
</tr>
</tbody>
</table>

*Recommended sequence of quantitative courses: ECON 6100 Managerial Economics, ACCO 6100 Managerial Accounting then FINA 6100 Financial Management.

Elective Core Course Work

There are three elective core areas in the M.B.A. program. Within each elective core area, students choose one three-credit course from those listed to fulfill the elective core requirement. The elective core areas are: Quantitative Methods; Information Technology; and Social, Ethical and Political Environment of Business.

Courses that satisfy the elective core components are:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>BUAD 6160</td>
<td>Business Analytics Using Spreadsheets</td>
</tr>
<tr>
<td>ECON 6560</td>
<td>Applied Econometrics</td>
</tr>
<tr>
<td>FINA 6160</td>
<td>Financial Derivatives</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
</tr>
<tr>
<td>-------------</td>
<td>------------------------------------------------------------</td>
</tr>
<tr>
<td>FINA 6163</td>
<td>Real Estate Finance and Investments</td>
</tr>
<tr>
<td>FINA 6165</td>
<td>Fixed Income Markets and Securities</td>
</tr>
<tr>
<td>MARK 6160</td>
<td>Marketing Research</td>
</tr>
<tr>
<td>MARK 6165</td>
<td>Marketing Analytics</td>
</tr>
<tr>
<td></td>
<td>Information Technology (choose one of the following)</td>
</tr>
<tr>
<td>ACCO 6050</td>
<td>Accounting Information Systems</td>
</tr>
<tr>
<td>INTE 5931</td>
<td>Topics in Information Technologies</td>
</tr>
<tr>
<td>INTE 6150</td>
<td>Information Technology Strategy</td>
</tr>
<tr>
<td>INTE 6153</td>
<td>Project Management</td>
</tr>
<tr>
<td>INTE 6156</td>
<td>Privacy and Security</td>
</tr>
<tr>
<td>INTE 6157</td>
<td>Global Information Technology Sourcing</td>
</tr>
<tr>
<td>INTE 6158</td>
<td>Systems Analysis and Design</td>
</tr>
<tr>
<td>INTE 6931</td>
<td>Topics in Information Technologies</td>
</tr>
<tr>
<td>INTE 6953</td>
<td>Seminar in Information Technologies</td>
</tr>
<tr>
<td>LAW 7236</td>
<td>Internet Law</td>
</tr>
<tr>
<td>MSCS 6340</td>
<td>Component Architecture</td>
</tr>
<tr>
<td>MSCS 6350</td>
<td>Distributed Computing</td>
</tr>
<tr>
<td>MSCS 6360</td>
<td>Enterprise Architecture</td>
</tr>
<tr>
<td>MSCS 6370</td>
<td>Information Representation</td>
</tr>
<tr>
<td></td>
<td>Social, Ethical, Political Environment (choose one of the following)</td>
</tr>
<tr>
<td>ACCO 6570</td>
<td>Auditing: Ethical, Legal, Professional and Reporting Responsibilities</td>
</tr>
<tr>
<td>FINA 5370</td>
<td>Advanced Investment Management, Ethics and Society</td>
</tr>
<tr>
<td>FINA 6170</td>
<td>Investment Management, Ethics and Society</td>
</tr>
<tr>
<td>HURE 6170</td>
<td>Ethical Issues, Regulatory Environment and Human Resource Management</td>
</tr>
<tr>
<td>MANA 6170</td>
<td>Global Environment of Business</td>
</tr>
<tr>
<td>MARK 6170</td>
<td>Marketing Ethics, Markets and Social Responsibility</td>
</tr>
<tr>
<td>MARK 6175</td>
<td>Marketing and Social Entrepreneurship</td>
</tr>
</tbody>
</table>

**Total Credit Hours**: 9

### Capstone Course Work

There is a required 3-credit capstone course in the M.B.A. program, MANA 6240 Strategic Management in a Global Economy, which students are required to successfully complete. Prior to enrolling in this course, students are required to successfully complete 21 credits between the required core and elective core program requirements.

### Elective Course Work

In selecting the 10 credit hours of required elective course work, the M.B.A. student has a variety of choices. Electives may be concentrated in one area of business, e.g., marketing, or they may be distributed over several areas. Courses chosen from Marquette's graduate programs in accounting, economics and human resources are routinely approved for elective credit in the M.B.A. program. With prior approval from the M.B.A. program director, an M.B.A. student may choose, as electives, graduate courses from non-business fields in which he or she has the appropriate undergraduate background to enter graduate-level courses.

One credit of the electives is required to be a Skills course. All Skills courses are numbered BUAD 6101-6125. Up to four credits of the electives may be in the Skills area. Skills electives are in various areas such as team building, communication skills, etc.

### Specializations

A specialization is not required in the M.B.A. program, and earning a specialization does not alter, in any way, the degree awarded. For those interested, however, specializations are available in several areas of study: Economics, Finance, Human Resources, International Business, Management Information Systems, Marketing and Operations and Supply Chain Management. The specialization is noted on the student's official university transcript. To earn a specialization, a student, in addition to meeting all requirements for foundation and core course work, must take their electives from among the prescribed courses approved for the chosen specialization. A comprehensive list of approved specializations and the requisite course work is available from the M.B.A. program director or via our website at marquette.edu/gsm. The student must earn a grade of B or above in each of the prescribed electives, and all electives applied toward a specialization must be taken at Marquette University.

Note: One course (3 credits) may double count if a student pursues more than one specialization as long as the same course is relevant to both specialization requirements.
Graduates of the M.B.A. program may complete a specialization within five years of graduation.

For additional information, contact the M.B.A. office at (414) 288-7145, email MBA@marquette.edu or visit the website at marquette.edu/gsm.

**Accelerated Bachelor's/Master's Degree Program**

This five-year program allows students to earn both their master of business administration (M.B.A.) and an undergraduate degree from various colleges with a bachelor of science degree. Undergraduate students begin their graduate work in their senior year by taking two to four graduate-level courses.

These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.B.A. program, the courses will be counted toward the undergraduate degree only. A minimum grade of B is required for courses taken as an undergraduate student for graduate credit to apply toward graduate program requirements. Upon completion of the first term as a master's candidate, the student must petition the appropriate Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

The five-year programs are available for the following undergraduate degrees:

- Athletic Training
- Biological Sciences
- Biochemistry & Molecular Biology
- Biomedical Sciences
- Chemistry
- Computer Science
- Exercise Physiology
- Mathematics
- Physics
- Physiological Sciences

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their junior year at Marquette University, complete all of the application requirements, and indicate on the application that they are applying for the five-year program. For detailed information, contact the Graduate School of Management at (414) 288-7145 or visit the website at marquette.edu/gsm.

**Business Administration Courses**

**BUAD 5931. Topics in Business Administration. 1-3 cr. hrs.**
Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

**BUAD 6101. Skills: Conducting Performance Appraisals. 1 cr. hr.**
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 needed. While a variety of approaches (e.g., 360, BARS, etc) will be introduced - primarily through reading - the focus will be on process. Prereq: Admitted to the graduate BUAD, ECON, HCTM or LEDR program; or cons. of M.B.A. prog. dir.

**BUAD 6102. Skills: Balanced Scorecard. 1 cr. hr.**
Using the Balanced Scorecard for Bottom Line Results. 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. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

**BUAD 6104. Skills: Business Writing. 1 cr. hr.**
A workshop-approach that focuses on how to write clearly and effectively using common forms of business communication. Students gain confidence in their writing abilities as they learn: how to plan a writing assignment; necessity of self-editing; avoidance of common mistakes; and importance of persuasion. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

**BUAD 6105. Skills: Coaching for Performance Improvement. 1 cr. hr.**
Coaching for performance improvement and establishing objectives that are clear, meaningful and relevant to the employee are key management skills required for the workplace. Provides students with critical skills for coaching employees to unlock potential and maximize performance in the workplace. Emphasis on performance improvement as well as redirecting performance that is not achieving results. Provides 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. Prereq: Admitted to graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.
BUAD 6106. Skills: Cross-Cultural Meetings - Business Interactions. 1 cr. hr.

As the business community gets even smaller due to globalization, it becomes more imperative for the business professional to deal with complex cultural differences. Explores “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. Also discusses Parliamentary Procedure as one way to possibly bridge the gap when dealing with multiple constituents. A minimum of 25 countries will be examined. Prereq: Admitted to graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6107. Skills: Facilitating Meetings. 1 cr. hr.

Develop and practice skills for facilitating meetings. The first part addresses meeting management including planning an agenda; responsibilities of the facilitator; facilitation skills; analyzing group behavior; techniques for effective discussion; constructive feedback; and working through common problems. In the second part each participant will have the opportunity to facilitate a meeting to practice facilitation and discussion skills and deal with common group problems. The third and final part introduces tools and techniques for meeting facilitation. These may include: affinity diagram, variations to traditional brainstorming, fishbone diagram, flowcharts, force field analysis, interrelationship digraph, nominal group technique, multi-voting and prioritization matrices for group decision making. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6108. Skills: GIS Business ArcView Software. 1 cr. hr.

Emphasis on principles and usage of Geographic Information Systems (GIS). Discuss capabilities and applications, review spatial data, and become familiar with GIS software via hands-on exercises. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6110. Skills: Organizational Assessment. 1 cr. hr.

Provides tools and methods for assessing the current state of organizations. Different perspectives and approaches will be considered for diagnosing an organization. Several different models are 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. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6111. Skills: Powerful Presentations. 1 cr. hr.

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 a part of this framework, 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 presentations; sharing presentations with others for review and delivering presentations online or in person. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6112. Skills: SAS. 1 cr. hr.

Provides 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. Teaches these techniques through a combination of group instruction, practice using examples and individual instruction. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6113. Skills: SPSS. 1 cr. hr.

Familiarizes students with the features of SPSS statistical package and how to use SPSS in data analysis. However, it is not intended to teach 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. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6114. Skills: Team Building. 1 cr. hr.

Focuses on learning and developing specific team building skills. Materials given to help understand team dynamics, problem solving in teams, group communication and develop high performing teams. Exercises and group activities emphasize the differences between individual and group goals and provide opportunities to practice team-based skills. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6116. Skills: Organizational Consulting - Roles and Responsibilities. 1 cr. hr.

Builds competence in consulting for organizational problem, project and process interventions. Focuses 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 are 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' interests are prioritized in advance of the first class in an effort to assign a case team matching their identified priorities. The areas are: 1. People (HR/Org., labor, leadership/succession, training & development, etc.); 2. Finance (capital/liquidity, accounting/reporting, revenue issue, cost reductions, etc.); 3. Market (product, pricing, market share, marketing communications, etc.); 4. Operations/technology (plant & equipment, IS, facilities, etc.) The cases are based on real, published business school cases, adapted by the instructor to suit the instructional “process” of this class. Attendance at all class meetings is required. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or NURS program; or cons. of M.B.A. prog. dir.
BUAD 6117. Skills: Conducting an Ethical Audit. 1 cr. hr.
Designed to understand the dimensions of an ethics audit (the content) and develop competence in conducting an ethics audit of an organization (the process). The corporate scandals and the meltdown of the financial markets in the last decade have led to an erosion of trust in business. More than ever before it has become not just important but crucial for managers to be trained in skills that enable her or him to enhance the ethical nature of their organizations. In understanding the components of an ethics audit as well as in gaining competence in conducting an audit of the ethics of the organization, the students learn the various elements that constitute an ethical organization as well as how to potentially transform an organization into an ethical one. Prereq: Admitted to graduate BUAD, ECON, HCTM, LEDR or NURS program or cons. of M.B.A. prog. dir.

BUAD 6160. Business Analytics Using Spreadsheets. 3 cr. hrs.
Examines quantitative aspects of managerial decision making. 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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MANA 6000 and MANA 6001; or cons. of M.B.A. prog. dir.

BUAD 6931. Topics in Business Administration. 1 cr. hr.
Topics will vary. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE or NURS; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

BUAD 6933. Exchange/University of Wisconsin-Milwaukee. 1-3 cr. hrs.
In conjunction with the exchange program established between Marquette University and the University of Wisconsin-Milwaukee, students may enroll in a pre-approved graduate level course at the school while enrolled in a master's program in the Graduate School of Management. The visiting school's course title and credits are identified by this exchange course. A maximum of two of these exchange courses for a maximum of 6 credits may be included in the required minimum course work for the student's program of study at Marquette University. This course extends beyond the Marquette term; students receive an IC grade initially. The IC will be changed to an A-F grade at the end if the course. Prereq: Cons. of M.B.A. prog. dir.

BUAD 6953. Seminar in Business. 1-3 cr. hrs.
Topics may vary. Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; ACCO 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

BUAD 6966. Internship in Business Administration. 1-3 cr. hrs.
Directed work in business under the supervision of a working professional in a business environment. Requires faculty supervisor. A maximum of 3 credits of internship apply toward degree requirements. Prereq: Admitted to the MBA program; completion of 15 credits MBA program credits; and cons. of M.B.A. program director.

BUAD 6986. Internship Work Period. 0 cr. hrs.
Full-time directed work in accounting under the supervision of a working professional in the area of accounting. Requires faculty supervisor. Must have approved academic component and approved total work hours. Maximum of 3 credits of internship may apply toward degree requirements. (Full-time equivalency for financial aid, zero credits for academics/tuition.) SNC/UNC grade assessment. Prereq: Admitted to the graduate BUAD program; completed 15 credits in program; cons. of M.B.A. prog. dir. SNC/UNC grade assessment.

BUAD 6988. Internship Grading Period. 3 cr. hrs.
Grading for preceding internship work assignments is accomplished by review of Employer Evaluation Forms, Work Exit Reports and other materials as required during each term in school following a work period. (3 credits for academics/tuition; not financial aid eligible.) Prereq: BUAD 6987.

BUAD 6995. Independent Study in Business. 1-3 cr. hrs.
Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; and cons. of M.B.A. prog. dir.

BUAD 9970. Graduate Standing Continuation: Less than Half-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

BUAD 9976. Graduate Assistant Research: Full-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Prereq: Cons. of G.S.M.

Entrepreneurship Courses

ENTP 5931. Topics in Entrepreneurship. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

ENTP 6110. New Venture Formation. 3 cr. hrs.
Focuses on starting and developing new ventures. A case-based course, topics include: recognizing opportunity; selecting and dealing with partners; alternatives for financing startups; new venture sales issues; harvesting value for the entrepreneur; relationship with investors; and some legal/organizational topics important to entrepreneurs. Emphasis is placed on business model to analysis as the foundation for the new venture process. Students will be exposed to a range of visiting entrepreneurs and investors from the region and across the U.S. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.
ENTP 6115. Growth Strategies for Entrepreneurial Companies. 3 cr. hrs.
Designed to give students the tools, skills and judgment to build a company that produces a lasting stream of profits. Execution driven, case-based course that covers: setting long term growth goals and growth rates; selecting key success factors that are the keys to profitable growth, as well as identifying assets that make growth easier, and barriers that make it more difficult; setting and communicating growth priorities throughout the company as well as an overview of harvest strategy choices. Course uses an assignment template for case preparation that emphasizes the steps in growth execution for each case. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; ACCO 6000, MANA 6000 and 6001; or cons. of M.B.A. prog. dir.

ENTP 6120. Strategic Consulting. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.

ENTP 6180. Entrepreneurial Finance. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.

FINA 6081. Investment Banking. 3 cr. hrs.
Review of the common types of transactions that investment bankers work on and the different methods used to value those transactions. Some of these include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buyouts, and going private transactions. Also exposes students to different methods used to value those transactions via applied projects, model building, cases, etc. Course may contain online teaching elements to supplement the in-class time.

FINA 5370. Advanced Investment Management, Ethics and Society. 3 cr. hrs.
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 inclusion in a socially responsible fund. Course may contain online teaching elements to supplement the in-class time. Prereq: FINA 4330, FINA 4060, and FINA 4931 (Fixed Income Securities), which may be taken concurrently. Only open to students accepted into the AIM program.

FINA 5931. Topics in Finance. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

Finance Courses
FINA 5081. Investment Banking. 3 cr. hrs.
Review of the common types of transactions that investment bankers work on and the different methods used to value those transactions. Some of these include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buyouts, and going private transactions. Course may contain online teaching elements to supplement the in-class time.

FINA 5370. Advanced Investment Management, Ethics and Society. 3 cr. hrs.
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 inclusion in a socially responsible fund. Course may contain online teaching elements to supplement the in-class time. Prereq: FINA 4330, FINA 4060, and FINA 4931 (Fixed Income Securities), which may be taken concurrently. Only open to students accepted into the AIM program.

FINA 5931. Topics in Finance. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

FINA 6081. Investment Banking. 3 cr. hrs.
Review of the common types of transactions that investment bankers work on and the different methods used to value those transactions. Some of these include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buyouts, and going private transactions. Also exposes students to different methods used to value those transactions via applied projects, model building, cases, etc. Course may contain online teaching elements to supplement the in-class time. Prereq: Admitted to graduate ACCO, BUAD or ECON program; FINA 6100; or cons. of M.B.A. dir.

FINA 6100. Financial Management. 3 cr. hrs.
Application of financial theory and advanced techniques to the managerial decisions of the business firm. Topical coverage includes the areas of risk, valuation, capital structure, mergers and acquisitions, investment decisions and international finance. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; ACCO 6000, MANA 6000, MANA 6001 or equiv.; or cons. of the M.B.A. prog. dir.
FINA 6111. Investments. 3 cr. hrs.
The role and functioning of securities markets. Specific topics include the equity, fixed income, options and futures markets. Presents portfolio and capital market theory, the efficient markets hypothesis, institutional organization, and security valuation techniques. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.

FINA 6130. Bank Management. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.

FINA 6140. International Financial Management. 3 cr. hrs.
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. Integrates financial theory with a case study approach. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.

FINA 6160. Financial Derivatives. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.

FINA 6163. Real Estate Finance and Investments. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.

FINA 6165. Fixed Income Markets and Securities. 3 cr. hrs.
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 traded in those markets, techniques used to value fixed income securities, and derivative strategies using fixed income securities. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.

FINA 6170. Investment Management, Ethics and Society. 3 cr. hrs.
Examines the ethical and socially responsible dilemmas that managers encounter in the investment management industry. Some of the topics include the professional standards for ethical behavior, corporate governance, accounting manipulation and socially responsible investing. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100 and 6111; or cons. of M.B.A. prog. dir.

FINA 6931. Topics in Finance. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

FINA 6953. Seminar in Finance. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

FINA 6995. Independent Study in Finance. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6100; and cons. of M.B.A. prog. dir.

Information Technology Courses

INTE 5540. Global Technology Experience. 3 cr. hrs.
Facilitates an immersive experience in the global business of technology development and management. Tied with a travel component to key technology provider countries in Asia or Europe. Students experience how economic, legal, and political factors influence the global technology business and how such business, in turn, impacts social and cultural environments of client and provider nations. Designed around corporate visits, extensive engagement with practitioners and cultural immersion. Prereq: INTE 6000 and cons. of instr.

INTE 5931. Topics in Information Technologies. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

INTE 6000. Information Technology Foundations. 2 cr. hrs.
Facilitates an exploration of the way organizations use and benefit from information technology and how organizations evaluate and develop IT initiatives. Examines issues and approaches to information systems design and implementation. Within this context, students obtain hands-on experience with database design and implementation, as well as other technologies. Prereq: Admitted to the graduate BUAD, HCTM, HURE or LEDR program; or cons. of M.B.A. prog. dir. Ability to use personal computer and its tools.
INTE 6150. Information Technology Strategy. 3 cr. hrs.
Information technology (IT) has had a major impact in reshaping industries and organizations. In many firms, IT has shifted from providing and supporting infrastructure to driving corporate strategy. Addresses the value of IT and its impact on organizational growth, strategy and relationships. Topics include: IT and competitive advantage, risks and strategies related to IT acquisition and deployment, management of IT portfolios, IT-driven change management, and emerging technologies and trends. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 6153. Project Management. 3 cr. hrs.
Provides a holistic view of project management. Focuses 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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 6156. Privacy and Security. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 6157. Global Information Technology Sourcing. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 6158. Systems Analysis and Design. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

INTE 6931. Topics in Information Technologies. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

INTE 6951. Marquette Led Travel and Study Abroad in International Business. 3 cr. hrs.
Course taught in an international setting by Marquette professors and where students earn Marquette credit. Prereq: Cons. of dept. ch.; cons. of International Business Director.

INBU 5931. Topics in International Business. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

INBU 5951. Marquette Led Travel and Study Abroad in International Business. 3 cr. hrs.
Course taught in an international setting by Marquette professors and where students earn Marquette credit. Prereq: Cons. of dept. ch.; cons. of International Business Director.

INBU 5951. Marquette Led Travel and Study Abroad in International Business. 3 cr. hrs.
Course taught in an international setting by Marquette professors and where students earn Marquette credit. Prereq: Cons. of dept. ch.; cons. of International Business Director.

INBU 6931. Topics in International Business. 1-3 cr. hrs.
Topics may vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

INBU 6951. International Study in Business. 0-3 cr. hrs.
Structured travel and study programs in international business. 0 credit will be SNC/UNC grade assessment; 1-3 credits will be graded. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; student in good academic standing; and cons. of M.B.A. prog. dir.

INBU 6953. Seminar in International Business. 1-3 cr. hrs.
Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, or HURE program; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.
INBU 6995. Independent Study in International Business. 1-3 cr. hrs.
Elective course. Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; and cons. of M.B.A. prog. dir.

Management Courses

MANA 5931. Topics in Organizational Management. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

MANA 6000. Mathematics Foundations. 2 cr. hrs.
Traditional mathematics of algebra and calculus with an introduction to linear programming. Exponential and logarithmic functions are discussed with an introduction to the mathematics of finance. Revenue and profit maximization and cost minimization applications using calculus and linear programming. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or HURE program; or cons. of M.B.A. prog. dir.

MANA 6001. Statistics Foundations. 2 cr. hrs.
Classical statistics with application in business and economics, including statistical inference, simple and multiple correlation/regression and analysis of variance. Prereq: Admitted to the graduate BUAD, ECON, HCTM, LEDR or HURE program; or cons. of M.B.A. prog. dir.

MANA 6100. Organizational Behavior. 3 cr. hrs.
Analysis of the intersection of the administrative process and the organization in attaining goals in various environments. Determinants of group and organizational performance, with consideration given to the intergroup processes, complex organizational processes, and the behavioral consequences of organizational structure. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MANA 6100; or cons. of M.B.A. prog. dir.

MANA 6101. Leadership, Motivation and Organizational Change. 3 cr. hrs.
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. Motivation and leadership concepts are used to analyze, diagnose, and make decisions about various organizational situations. Primary focus on case analysis. Lectures and discussions are also used to provide perspective on assigned reading. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MANA 6100; or cons. of M.B.A. prog. dir.

MANA 6105. Negotiations. 3 cr. hrs.
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 are emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator are presented through both analytical frameworks and experiential opportunities. Cost benefit assessment of negotiations are developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MANA 6100; or cons. of M.B.A. prog. dir.

MANA 6140. International Management. 3 cr. hrs.
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 are comprised of lectures, case analyses, videos, a cultural simulation exercise, and interactive activities and discussions. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MANA 6100; or cons. of M.B.A. prog. dir.

MANA 6170. Global Environment of Business. 3 cr. hrs.
“Environmental influences” refers to a company interfacing with a variety of groups; that is, stakeholders, 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 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. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE or LEDR; or cons. of M.B.A. prog. dir.

MANA 6240. Strategic Management in a Global Economy. 3 cr. hrs.
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. Prereq: Admitted to the graduate BUAD, ECON program and successful completion of 21 credits of core and/or elective core credits; or cons. of M.B.A. prog. dir.

MANA 6931. Topics in Management. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; MANA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

MANA 6953. Seminar in Management. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MANA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.
MANA 6995. Independent Study in Management. 1-3 cr. hrs.
Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MANA 6100; and cons. of M.B.A. prog. dir.

Marketing Courses

MARK 5931. Topics In Marketing. 3 cr. hrs.

MARK 6100. Marketing Management. 3 cr. hrs.
An integrated approach to marketing from a managerial point of view. Makes use of economic, quantitative, and behavior concepts in analyzing and developing a framework for the decision-making and implementation of the firm's marketing program. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.

MARK 6110. Consumer Behavior. 3 cr. hrs.
Examines the buying 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. Case analyses are used. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6120. Integrated Marketing Communications. 3 cr. hrs.
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 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. Includes contributions to integrated marketing communications from the communications and semiotics fields, the behavioral sciences, and attitude and persuasion research are investigated. Branding, labeling, and packaging strategies are explored. Includes analysis of direct marketing (including interactive marketing), trade and consumer sales promotion, public relations and rumor control, and the personal selling process. Specific treatment of the social, legal, ethical and international dimensions of integrated marketing communications is provided throughout the course. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6125. Digital Marketing. 3 cr. hrs.
How do firms provide value and stay competitive in an ever-shifting, lightning-paced environment? We answer this question by examining the social and technological forces changing marketing today. Topics include: social media marketing, content marketing, search engine marketing, online advertising, omni-channel, and an in-depth look at a variety of social media venues and apps. Also introduces professional digital marketing analysis, monitoring and management tools. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6130. Customer Relationship Management. 3 cr. hrs.
Analyzes how companies can obtain a sustainable competitive advantage by managing their relationships with their customers more effectively. Teaches the main marketing variables that impact customers' satisfaction judgments. Emphasis on understanding the powerful relationship between customer loyalty and company profits. Discusses and evaluates the most effective methods for responding to dissatisfied customers' complaints. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6140. Global Marketing Strategy. 3 cr. hrs.
Develops an understanding of international marketing concepts and shows how these concepts can be applied to different international marketing environments and situations; examines the major environmental factors influencing the development of international marketing strategies; critically evaluates the developments in global economic, technological, political, and ethical/social environments; and examines the different international marketing mix configurations in terms of their strategic orientations and market relevancy. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6160. Marketing Research. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program, and MANA 6000, MANA 6001, MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6165. Marketing Analytics. 3 cr. hrs.
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. Diffs from traditional marketing research courses by focusing on the marketing strategies underlying quantitative analysis and how that analysis leads to greater profitability. Gives students a toolbox of techniques to explore familiar marketing challenges. 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 job potential.
MARK 6170. Marketing Ethics, Markets and Social Responsibility. 3 cr. hrs.
Focuses on various social issues affecting the firm but central to managing marketing programs and competitive strategy. Elaborates upon some of the broader, societal and public policy issues introduced in other marketing and business courses. Looks at how the efficient and fair workings of markets influence the "value propositions" for products and services in a global economy; examined through the lens of business ethics. Topics and issues include: the social responsibility of marketers, consumer rights, legal constraints upon competitive strategy, future of marketing practice and other macro concerns that affect market-based systems. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program, and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6175. Marketing and Social Entrepreneurship. 3 cr. hrs.
Social entrepreneurship is a rapidly growing field that is driven by the need to develop sustainable, lasting, and innovative solutions to the social and environmental problems of our time. It is an introduction to the field of social entrepreneurship with special emphasis on the marketing component. Students learn how social entrepreneurs innovate in challenging international contexts with regard to product and service development, pricing strategies, distribution channels and promotional strategies. Touches upon ethical issues in social entrepreneurship marketing. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6185. Brand Management. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.

MARK 6931. Topics in Marketing. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

MARK 6953. Seminar in Marketing. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

MARK 6995. Independent Study in Marketing. 1-3 cr. hrs.
Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and MARK 6100; and cons. of M.B.A. prog. dir. Topics will vary. Prerequisites may vary from course to course.

Operations Supply Chain Mgmt Courses

OSCM 5931. Topics in Operations and Supply Chain Management. 1-3 cr. hrs.
Topics may vary. Specific topics will be designated in the Schedule of Classes. Prereq: Admitted to BUAD, ECON, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

OSCM 6100. Operations and Supply Chain Management. 3 cr. hrs.
Survey course in operations and supply chain management, focuses on the design, planning, coordination and improvement of operations and supply chains. Topics include: operations and supply chain strategies, coordination and collaboration in supply chains, product/process design and selection, service management, strategic capacity planning, materials management, quality management, six sigma, production planning, scheduling, and technology in the impact of technology on supply chain practices. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program, MANA 6000 and 6001; or cons. of M.B.A. prog. dir.

OSCM 6110. Manufacturing Management. 3 cr. hrs.
Provides an overall understanding of the essential concepts, methods, and practices utilized in manufacturing management. Includes such topics as: manufacturing strategy, basic factory dynamics, inventory management, sales and operations planning, production scheduling, MRP, capacity planning, and lean manufacturing. Taught from a managerial perspective and includes a discussion of some of the leading edge techniques in this area. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6115. Service Operations Management. 3 cr. hrs.
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. Leans heavily on the discussions of cases as well as hands-on experience assignments in various service industries. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6120. Quality and Process Management. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.
OSCM 6125. Purchasing and Supply Management. 3 cr. hrs.
Focuses on understanding the operational, tactical and strategic role of purchasing and supply management function in an organizational and supply chain management context. Students are taken systematically through an entire process of design and execution of sourcing strategies, supplier evaluation and selection process and design and execution of buyer-supplier relationship strategies. Throughout this process students learn the basics of negotiations and contracting, supply risk management and costing techniques that will help them with their careers in purchasing and supply chains. Builds on exemplar cases from various industries, is interactive and designed around in-class debates. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM or HURE program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6140. Globalization and Global Operations. 3 cr. hrs.
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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

OSCM 6931. Topics in Operations and Supply Chain Management. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

OSCM 6953. Seminar in Operations and Supply Chain Management. 1-3 cr. hrs.
Topics will vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

OSCM 6995. Independent Study in Operations and Supply Chain Management. 1-3 cr. hrs.
Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, and NURS program and OSCM 6100; and cons. of M.B.A. prog. dir.

Real Estate Courses

REAL 5931. Topics in Real Estate. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites may vary from course to course.

REAL 6931. Topics in Real Estate. 1-3 cr. hrs.
Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

REAL 6953. Seminar in Real Estate. 1-3 cr. hrs.
Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.

REAL 6995. Independent Study in Real Estate. 1-3 cr. hrs.
Elective course. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, and NURS program and FINA 6100; and cons. of M.B.A. prog. dir.