

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 includes 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/mba>). 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).
 - a. Applicants may request a waiver of the GMAT/GRE requirement, if:
 - i they have less than 3 years of business experience and a 3.500 or higher overall GPA with a proof of quantitative coverage or
 - ii they have 3 or more years of work experience with the overall grade point average of 3.250 or higher and
 - iii degree from an AACSB accredited school, Engineering Accredited Commission of ABET school or Department of Education approved regional accrediting body with proof of quantitative course coverage
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 term only. Temporary non-degree status students are not eligible to continue taking M.B.A. classes beyond one term 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 33 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/mba>).

On-line program

The M.B.A. program is offered in a fully online, cohort-based format.

Master of Business Administration

The M.B.A. program is delivered in a flexible, on-campus format or an online format. The online program requires a separate application process. Only those students accepted into the online program are eligible to enroll in the online format.

The M.B.A. program can be completed with one of two different options depending on academic background.

Option 1 - requires 39 credit hours of course work. Option 1 is required for students with an undergraduate degree in a non-business discipline or whose undergraduate course work is more than 10 years old.

Option 2 - requires 33 credit hours of course work. Option 2 is required for students with an undergraduate degree in a business discipline and whose undergraduate course work is less than 10 years old.

With either option, the number of credits required may be reduced if exemptions to requirements are granted based on the applicant's undergraduate record and major field of study. In these cases, Option 1 could minimally require 33 credit hours and Option 2 could minimally require 31.5 credit hours.

Program Details - Option 1

The Option 1 course work covers six distinct areas:

1. Business Essentials (9 credits)
2. Decision Making (4.5 credits)
3. Ethics and Organizations (3 credits)
4. Strategy (6 credits)
5. Leadership (4.5 credits)
6. Electives (12 credits)

The program does not require a thesis, essay or comprehensive examination. Instead, MBA 6997 Strategic Management Capstone serves as the final integrating experience in the program. MBA 6997 Strategic Management Capstone may be taken only after completing a combination of 18 credits from Decision Making, Ethics and Organizations, Strategy, Leadership and Electives.

Business Essentials ¹

MBA 6020	Business Essentials: Accounting, Economics and Finance	4.5
MBA 6030	Business Essentials: Marketing, IT and Operations and Supply Chain	4.5
Decision Making		
MBA 6010	Quantitative Analysis	1.5
MBA 6100	Business Analytics	3
Ethics and Organizations		
MBA 6120	Concepts for Ethical Business Practice	1.5
MBA 6130	Corporate Social Responsibility	1.5
Strategy		
MBA 6110	Strategic Management Introduction	3
MBA 6200	Enterprise Risk Management	1.5
MBA 6997	Strategic Management Capstone	1.5
Leadership		
MBA 6140	Leading People and Change	1.5
MBA 6150	Leading Innovation and Creativity	1.5
MBA 6160	Leadership Coaching and Development	1.5
Electives ²		12
Total Credit Hours		39

¹ The business essentials courses represent the foundation of business. A student can be exempted from course requirements if the student 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 as equivalent course work, if completed within the last 10 years. Students must have completed coverage in all 3 areas to be exempt from that business essentials course.

Recommended sequence is MBA 6010, MBA 6020 or MBA 6030, if required.

² In selecting the 12 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. A maximum of 12 credit hours (4 courses) may be taken within a specific area (i.e. economics, finance, leadership, marketing, etc.). Courses chosen from Marquette's graduate programs in accounting, corporate communications, economics, human resources and leadership are routinely approved for elective credit in the M.B.A. program. Students may not take more than 6 credit hours of electives outside the GSM programs.

PROGRAM DETAILS - Option 2

The Option 2 course work covers five distinct areas:

1. Decision Making (4.5 credits)
2. Ethics and Organizations (3 credits)
3. Strategy (6 credits)
4. Leadership (4.5 credits)
5. Electives (15 credits)

The program does not require a thesis, essay or comprehensive examination. Instead, MBA 6997 Strategic Management Capstone serves as the final integrating experience in the program. MBA 6997 Strategic Management Capstone may be taken only after completing a combination of 18 credits from Decision Making, Ethics and Organizations, Strategy, Leadership and Electives.

Decision Making ¹

MBA 6010	Quantitative Analysis	1.5
MBA 6100	Business Analytics	3

Ethics and Organizations

MBA 6120	Concepts for Ethical Business Practice	1.5
MBA 6130	Corporate Social Responsibility	1.5

Strategy

MBA 6110	Strategic Management Introduction	3
MBA 6200	Enterprise Risk Management	1.5
MBA 6997	Strategic Management Capstone	1.5

Leadership

MBA 6140	Leading People and Change	1.5
MBA 6150	Leading Innovation and Creativity	1.5
MBA 6160	Leadership Coaching and Development	1.5

Electives ²

Total Credit Hours		33
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¹ Recommended sequence is MBA 6010, MBA 6020 or MBA 6030, if required.

² In selecting the 15 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. A maximum of 15 credit hours (5 courses) may be taken within a specific area (i.e. economics, finance, leadership, marketing, etc.). Courses chosen from Marquette's graduate programs in accounting, corporate communications, economics, human resources and leadership are routinely approved for elective credit in the M.B.A. program. Students may not take more than 6 credit hours of electives outside the GSM programs.

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 but not on the diploma. To earn a specialization, a student, in addition to meeting all requirements for the M.B.A. degree, 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 credit hours) may double count if a student pursues more than one specialization as long as the same course is relevant to both specialization requirements. A second specialization does add additional courses beyond what is minimally required for the degree.

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 full-time 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:

- Biochemistry & Molecular Biology
- Biocomputing
- Bioelectronics
- Biological Sciences
- Biomechanics
- Biomedical Sciences
- Chemistry
- Civil Engineering
- Computer Engineering
- Computer Science
- Construction Engineering
- Electrical Engineering
- Environmental Engineering
- Exercise Physiology
- Mathematics
- Mechanical Engineering
- 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 business.marquette.edu/academics/mba.

Business Administration Courses

BUAD 5931. Topics in Business Administration. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to BUAD, ECON, ENMA, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

BUAD 6000. Accounting and Finance for the Non-Financial Manager. 3 cr. hrs.

Covers the understanding, analyzing, and use of relevant financial information for management decision making. Specific topics include: understanding of financial concepts, statements and information, cost drivers, pricing, profitability, creating value, time value of money, capital budgeting, developing awareness of ethical issues in accounting and financial reporting, evaluating relevant financial information optimizing decision making and effectively communicate financial information and decisions. Not open to MBA, MSAE, MSA and EMBA students.

BUAD 6005. Economic Foundations for Marketing Decisions. 3 cr. hrs.

Designed for non-MBA students to explore the micro and macroeconomic theories and models that give managers insights and tools to make better marketing decisions. Addresses the cross section of the rational, efficient, upward and downward sloping world of economics and the gritty and often less-than-rational marketing reality of markets and consumers. Provides firm grounding in basic marketing concepts and practices and a quantitative economic framework from which to better understand them. Examines how market imperfections can lead to unethical and long-term, non-profit maximizing marketing decisions. Not open to MBA, MSAE, MSA and EMBA students.

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) are introduced - primarily through reading - the focus is on process. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE 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, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6103. Skills: Large Scale Change. 1 cr. hr.

Provides students with skills, tools, and methods for the role of middle managers for creating and managing change. Introduces large-scale change methods with an overview of the major large scale change methods being used today. Considers both content methods and process methods. Although the methods and tools are framed for organization-wide initiatives, application can be made to units, sub-systems and groups within an organization. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR or NURS programs; or cons. of the 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, HURE, 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, HURE, 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 are examined. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE, 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 has 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, HURE, 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, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

BUAD 6109. Skills: Business Law. 1 cr. hr.

Provides business managers with the ability to identify the legal issues arising in important aspects of transactions in which they are likely to be involved. Focuses on three main managerial activities: marshaling human resources (employment law); limiting financial risk (business entity and operational liabilities and bankruptcy); and managing customer and supply chain relationships (contracts and leases). Managers gain a working knowledge of key business law principles in these areas and know when to seek professional legal advice. Attendance at all class meetings is required. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR OR NURS program; or cons. of the 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 are considered for diagnosing an organization. Several different models are introduced that guide students on where and what to look for. Emphasis is placed on the need to consider the formal and informal systems as well as the alignment of sub-systems. Methods of data collection that are discussed include examination of historical records, observations and interviews. The pros and cons of survey questionnaires as a tool for organizational assessment are considered along with a review of some commercially available surveys. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, 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 is 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, HURE, 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, HURE, 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 is 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 are given which require application of SPSS. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, 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, HURE, 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, HURE, 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 one 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, HURE, LEDR or NURS program or cons. of M.B.A. prog. dir.

BUAD 6118. Skills: Data Visualization. 1 cr. hr.

Students work on several data visualization applications involving reading and combining data from different sources, creating filters and hierarchies, working with visual graphics (e.g., bar charts, line charts, sparklines, box plots, heat maps, tree maps, scatterplot matrices, geographical maps, waterfall charts, bubble plots with animation, dashboards), and text visualization tools (word clouds, concept link diagrams). Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE, LEDR, NURS program; or cons. of M.B.A. prog. dir.

BUAD 6931. Topics in Business Administration. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to graduate BUAD, ECON, HCTM, HURE, LEDR or NURS; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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 of 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, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

BUAD 6986. 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 6987. 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, CCOM, ECON, HCTM, HURE, LEDR 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. 3 cr. hrs.

Topics vary. Prereq: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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 are exposed to a range of visiting entrepreneurs and investors from the region and across the U.S. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; FINA 6100 or FINA 6200; 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. Uses an assignment template for case preparation that emphasizes the steps in growth execution for each case. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; MBA 6010 and MBA 6020; 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, skills and experiential understanding are gained in project management, applied business research, the consulting process and particular real world general management issues. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; 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 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 FINA 6200; or cons. of M.B.A. prog. dir.

ENTP 6931. Topics in Entrepreneurship. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

ENTP 6953. Seminar in Entrepreneurship. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

ENTP 6995. Independent Study in Entrepreneurship. 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.

Finance Courses

FINA 5081. Investment Banking. 3 cr. hrs.

Stresses the development of skills essential to succeed in the investment banking and private equity fields. Emphasis is placed on activities such as merger and acquisition advisory and capital market offerings. Students learn and apply frequently used corporate finance theories and advanced analytical techniques, such as trading multiples, precedent transactions, discounted cash flow, leveraged buyout analysis and accretion/dilution analysis; and apply them to various investment scenarios such as leveraged buyouts, take-private transactions, dividend recaps, tender offers, hostile take-overs, initial public offerings, seasoned equity offerings and fairness opinions. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR and FINA 6200; or cons. of M.B.A. prog. dir.

FINA 5370. Sustainable Finance. 3 cr. hrs.

Objectives are to make students aware of the role and importance of making ethical and socially responsible decisions. 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. Environmental, Social and Governance (ESG) factors and investor activism are explored. Involves team-based research projects and outside practitioners. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR and FINA 6200; or cons. of M.B.A. prog. dir.

FINA 5931. Topics in Finance. 2-3 cr. hrs.

Topics vary. Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program and FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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 and FINA 6200; or cons. of M.B.A. 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 and FINA 6200; 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 and FINA 6200; 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 6200; 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 is to understand the many sources and uses of capital in the commercial real estate industry. 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 6200; 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 and FINA 6200; 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 6200 and FINA 6111; or cons. of M.B.A. prog. dir.

FINA 6200. Advanced Financial Management. 3 cr. hrs.

From the perspective of a manager who must make two decisions: 1) which investment projects to take and 2) how to finance these projects. Learn about advanced topics in corporate finance including capital budgeting, short-term and long-term financing, financial and asset restructuring, mergers and acquisitions and finally, corporate governance. Cases are used extensively. Blended with a mix of on-line and in-class instruction. Prereq: Admitted to graduate ACCO, ECON, BUAD, CCOM, HCTM, HURE and NURS; MBA 6010, MBA 6020; or cons. of M.B.A. prog. dir.

FINA 6931. Topics in Finance. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

FINA 6953. Seminar in Finance. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

FINA 6995. Independent Study in Finance. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or NURS program and FINA 6200; and cons. of M.B.A. prog. dir.

Information Systems Courses

INSY 5054. Emerging Technologies. 3 cr. hrs.

Advances in technological and market forces have changed the way applications are used and have dramatically increased the demand for mobility and bandwidth. Business professionals must understand these emerging technologies to creatively leverage them for business solutions and integrate them with existing systems. Familiarizes students with an array of leading edge technologies; helps them understand their business feasibilities in financial, marketing, operations and other business functions; and examines social, economic and ethical impact of these technologies. Topics include: changes in voice and data communication infrastructures, emerging trends in database environments, storage trends, integration, and information privacy and security among others. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir.

INSY 5056. Information Systems Governance. 3 cr. hrs.

Focuses on the major processes, frameworks and relational mechanisms within the corporate structure that ensure the effective, efficient and protected use of information systems and technologies, investments in IS, assets, systems, processes and human capital resources. Reviews structures around how organizations align IS strategy with business strategy to ensure that companies stay on track to achieve their strategies and goals and implement solid and repeatable methods to deliver, support and measure an IS organization's performance. Generally viewed as a Board of Director's or executive level responsibility, information systems governance is best deployed as part of the IS practice and culture. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir.

INSY 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: Admitted to the graduate ACCO, BUAD, ECON, HCTM, LEDR, MSCS or NURS program and MBA 6030; or cons. of instr.

INSY 5931. Topics in Information Systems. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INSY 6151. Enterprise Systems in Supply Chain Management. 3 cr. hrs.

Focuses on how a system like ERP supports and integrates core business processes within an organization and across its supply chains. The format is a combination of lectures and in-class exercises using SAP's ERP system. Includes hands-on working experience (through simulation) in manufacturing and distribution using SAP in the following areas: Sales Order Process, Purchasing, MRP, Production Ordering, Accounting and Forecasting. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or LEDR program and OSCM 6200 and MBA 6030; or cons. of the M.B.A. prog. dir.

INSY 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 includes 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, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir.

INSY 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 is reviewed. To the extent that corporations have an ethical obligation not to sell or divulge customer data, safeguards and legal limitations to prevent this is also reviewed. Case studies, projects and research reports are used for evaluation. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir.

INSY 6157. Global Information Systems Outsourcing. 3 cr. hrs.

Discussion on the evolution of information systems (IS) and business process outsourcing with a focus on offshore software development. Covers the rationale, different models, country providers, criteria for success, skill sets and impact of offshore 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, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir.

INSY 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, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir.

INSY 6159. Database Management Systems. 3 cr. hrs.

Introduces a number of fundamental concepts of database management systems used in enterprise-level organizations. Topics include: data modeling (conceptual, logical, entity-relationship, etc.); SQL query language, Microsoft Access; management and administration of databases including index tuning, concurrency control, data security, backup and recovery; and emerging topics such as distributed and NoSQL databases. Covers data visualization and also discusses big data and data analytics. Students work on semester-long projects to design and implement a relational database. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS and MBA 6030; or cons. of M.B.A. prog. dir.

INSY 6200. Information Systems Strategy. 3 cr. hrs.

Addresses the value of Information Systems (IS) and its relevance for a firm's strategy, growth, and competitive advantage. Includes strategic role and value-contribution of information systems, organizational approaches to information infrastructure design and deployment; use of information technology and applications to support business decisions; emerging information technology trends and impact; and ethical issues related to systems and technology. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS and MBA 6030; or cons. of M.B.A. prog. dir.

INSY 6931. Topics in Information Systems. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INSY 6953. Seminar in Information Systems. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INSY 6995. Independent Study in Information Systems. 1-3 cr. hrs.

Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR, MSCS or NURS program and MBA 6030; or cons. of M.B.A. prog. dir.

International Business Courses

INBU 5931. Topics in International Business. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to graduate ACCO, BUAD, CCOM, ECON, ENMA, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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 vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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, CCOM, 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 vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, LEDR or HURE program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

INBU 6995. Independent Study in International Business. 1-3 cr. hrs.

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program; and cons. of M.B.A. prog. dir.

Management Courses

MANA 5931. Topics in Organizational Management. 3 cr. hrs.

Topics vary. Prereq: Admitted to ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites vary depending on topic.

MANA 6110. 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, or NURS program and MBA 6140 or MBA 6160; or cons. of M.B.A. prog. dir.

MANA 6115. Change Leadership in Self and Organizations. 3 cr. hrs.

Focuses on ways to motivate and structure change in individuals and organizations. Students are asked to analyze examples from their own work experience. Change issues in a variety of organizational environments are addressed and analyzed in terms of published case studies. Students select and pursue a goal for self-change as a means of applying and integrating the concepts learned throughout the course. Course work may include: reflection papers, online discussions, case analyses, topic papers/projects, multiple choice quizzes, and/or essay exams. Individuals with some full-time work experience are likely to gain the most from the class. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MBA 6140 and MBA 6160; or cons. of M.B.A. prog. dir.

MANA 6125. 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, are 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, or NURS program; 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, CCOM, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir.

MANA 6931. Topics in Management. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; MBA 6140 and MBA 6160; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

MANA 6953. Seminar in Management. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program and two from MBA 6140, MBA 6150 or MBA 6160; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

MANA 6995. Independent Study in Management. 1-3 cr. hrs.

Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR or NURS program and MBA 6140 and MBA 6160; and cons. of M.B.A. prog. dir.

Marketing Courses

MARK 5065. Marketing Analytics. 3 cr. hrs.

Consists of a combination of exercises, case studies, guest speakers and lectures that give students the analytical tools and the mindset to migrate from a qualitative to a more quantitative brand of marketing. Analytics adds an all-important quantitative edge to the marketing toolbox by helping companies transform data, information and insights into more effective decisions and higher profits. Differs from traditional marketing research courses by focusing on the marketing strategies underlying quantitative analysis. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or LEDR program; and MBA 6010, MBA 6030 and MARK 6200; or cons. of M.B.A. prog. dir.

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

Topics vary. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR and MARK 6200; 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. 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, LEDR or NURS program and MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6120. Integrated Marketing Communications. 3 cr. hrs.

Integrated Marketing Communications (IMC) 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, LEDR or NURS program and MARK 6200; 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 6200; 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, LEDR or NURS program and MARK 6200 and MBA 6010; or cons. of M.B.A. prog. dir.

MARK 6136. Sales Management. 3 cr. hrs.

Develop skills to be successful leaders as sales managers. Learn and apply skills on designing, organizing and training a sales force, selling to medium and large accounts, expanding business operations, and coaching sales professionals to exceed forecasted goals. Class is highly interactive. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6200; 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, CCOM, ECON, HCTM, HURE, LEDR or NURS program and MARK 6200; 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. Appropriate for both users of research results and those who aspire to be marketing researchers. The format consists primarily of lectures, some video presentations and a research project. SPSS, and to some extent, SAS are used for performing data analysis. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6200 and MBA 6010; 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. Differs 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. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6200 and MBA 6010; or cons. of M.B.A. prog. dir.

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, HCTM, HURE, LEDR or NURS program, and MARK 6200; 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, LEDR or NURS program and MARK 6200; 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 is accomplished by examining brands from both a managerial and consumer perspective. Specific topics 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, LEDR or NURS program and MARK 6200; or cons. of M.B.A. prog. dir.

MARK 6200. Marketing for Management Decision Making. 3 cr. hrs.

Provides a comprehensive understanding of the marketing management process from strategy development through marketing communication. Particular emphasis is placed on data driven decision making to achieve sustainable competitive advantages. Balances theoretical exploration with the strategic application of marketing in today's dynamic marketplace by using the case study method and online analytical tools. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR and NURS: MBA 6030; or cons. of M.B.A. prog. dir.

MARK 6931. Topics in Marketing. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

MARK 6953. Seminar in Marketing. 1 cr. hr.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and MARK 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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 6200; and cons. of M.B.A. prog. dir.

Master of Business Administration Courses

MBA 6010. Quantitative Analysis. 1.5 cr. hr.

Solve linear and quadratic equations. Exponential and logarithmic functions are discussed with applications to the mathematics of finance. Revenue and profit maximization and cost minimization applications using derivatives. The basic statistical tools needed to make decisions in business situations, including descriptive statistics, probability and statistical inference. Prereq: Admitted to graduate BUAD; or cons. of M.B.A. prog. dir.

MBA 6020. Business Essentials: Accounting, Economics and Finance. 4.5 cr. hrs.

Study of understanding, analyzing and using relevant information for basic management decision making. Accomplished by looking at business decisions from three different fields: Accounting, Economics and Finance. From each field, the intention is to present the basic tools used to model and inform decisions as well as an overview of what expectations you can have of these business areas. Prereq: Admitted to graduate BUAD, HCTM, NURS; MBA 6010; or cons. of M.B.A. prog. dir.

MBA 6030. Business Essentials: Marketing, IT and Operations and Supply Chain. 4.5 cr. hrs.

Essential topics and skills in the areas of marketing, information technology and operations and supply chain management. Includes a mix of in-class meetings and online activities and participation. Utilizing case studies, projects and team-based activities, students learn relevant concepts and skills that are integrated across the three areas. After successful completion, students have a sufficient base in these business disciplines as well as a necessary foundation for future courses in marketing, information technology and operations and supply chain management. Prereq: Admitted to graduate BUAD, HCTM and NURS; or cons. of M.B.A. prog. dir.

MBA 6100. Business Analytics. 3 cr. hrs.

Provides a structured and effective way of tackling a wide range of managerial problems using analytics. Introduces students to basic concepts in business analytics and several quantitative techniques that are important for the practical analysis of a broad range of business problems and widely accepted by the practitioners. These techniques provide a framework to support managerial decision making. Lectures cover the topics in sufficient details to make one feel comfortable in their use. Also stresses the importance of critical thinking skills to make sound managerial decisions, to apply ethical reasoning to business situations and to communicate effectively in business settings. Prereq: Admitted to graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; MBA 6010; or cons. of M.B.A. prog. dir.

MBA 6110. Strategic Management Introduction. 3 cr. hrs.

Presents frameworks and tools for formulating successful strategies. Focuses on identifying and analyzing the internal and external sources of competitive advantage available to the firm and on developing strategies to access these sources of profitability. Strategy is viewed as a link between the firm and its environment. Implies that there are two primary areas of analysis: the external industry environment of the firm and the internal environment of the firm (the resources and capabilities it possesses). Prereq: Admitted to graduate BUAD, CCOM, HCTM, HURE and LEDR; MBA 6010, MBA 6020 and MBA 6030; or cons. of M.B.A. prog. dir.

MBA 6120. Concepts for Ethical Business Practice. 1.5 cr. hr.

Explores the application of theories of ethics to the moral dimensions of business endeavors and their effects on individuals, organizations, society and the environment. Topics may include: issues of responsibility, discrimination and affirmative action in the workplace, whistle blowing, economic justice, environmental impact and the effects of the global economy. Seeks to integrate basic theory of business ethics via applied projects or cases. The applied projects and cases also require integration and application of concepts in functional areas of business: accounting, economics, finance, information technology, marketing and operations and supply chain. Prereq: Admitted to graduate BUAD, CCOM, HCTM, HURE, LEDR; or cons. of M.B.A. prog. dir.

MBA 6130. Corporate Social Responsibility. 1.5 cr. hr.

An overreaching goal is to understand how business, government and society interact in addressing social issues within the U.S. and globally. Students are expected to think deeply about a wide range of social issues confronting businesses today and learn how to anticipate new issues as they emerge, consider when and how corporations address social issues effectively, define and understand the role of social entrepreneurship in addressing social challenges, think about the role that consumers play in demanding corporations to be more socially responsive, assess the roles of multinational corporations in the global economy and their ability to address social challenges. Prereq: Admitted to graduate BUAD, CCOM, HCTM, HURE, LEDR or NURS; cons. of M.B.A. prog. dir.

MBA 6140. Leading People and Change. 1.5 cr. hr.

Introduces concepts for understanding and managing human behavior in organizations. Topics include: individual differences, motivation, group/teamwork, national and organizational culture, as well as organizational change. Emphasis is on applying these concepts to real-world organizational challenges through leadership and human resource management skills. Students leave with a set of tools for enhancing key performance indicators and success in their own organizations. Prereq: Admitted graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; or cons. of M.B.A. prog. dir.

MBA 6150. Leading Innovation and Creativity. 1.5 cr. hr.

Introduces practices and experiences necessary for delivering on two aspects of innovation and leadership: 1) delivers on frameworks, such as design thinking and tools, that are useful for stimulating innovation and creative problem solving through critical analysis of the problem domain, imagination, and inventive thought and action. Provides the means to become more aware of how creativity and innovation affects their own organizational work and role. Addresses the innovation processes that transform ideas into practical and sustaining goods and services. 2) develops practical experiences on innovation leadership that are necessary to create an organizational environment that develops a culture of innovation across all functional areas. Among other skills, students learn how to inspire innovative thinking among peers/employees, how to manage innovation-driven organizational change, and how to perpetuate processes that lead to continuous improvement and innovation across all departments. Looks at the differences between creativity, innovation and invention and how to move from one to the next. Prereq: Admitted to graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; or cons. of M.B.A. prog. dir.

MBA 6160. Leadership Coaching and Development. 1.5 cr. hr.

Helps identify and understand ones leadership style and the styles of others throughout their career. Assess personal leadership characteristics such as personality traits, values, competencies, and communication and conflict handling styles in order to identify current strengths and opportunities for future growth. The objective is to advance leadership capacity through heightened self-awareness achieved by examination, reflection and feedback. Exposure to both values-based leadership theories and applied ethical frameworks provide a foundation for developing a personal leadership development plan. Prereq: Admitted to graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE and LEDR; or cons. of M.B.A. prog. dir.

MBA 6200. Enterprise Risk Management. 1.5 cr. hr.

A risk assessment methodology and process that provides a more strategic evaluation and response to risk. Increasingly, executive leadership and boards of directors are coming to the conclusion that risk management can be a contributing element in strategic planning and strategic management only if done comprehensively on an enterprise-wide focus. The focus cannot be solely on avoiding and mitigating the effects of negative risk; instead, the organization must seek to optimize its decision-making process for risk-taking in order to achieve its strategic goals. Prereq: Admitted to graduate BUAD; MBA 6110 and 12 credits completed within GSM; or cons. of M.B.A. prog. dir.

MBA 6997. Strategic Management Capstone. 1.5 cr. hr.

Project-based class that presents an opportunity to understand and comment on firm's strategic management including interviewing president or CEO, appraisal on strategy and perspectives on what has been learned. Prereq: Admitted to graduate BUAD; 18 credits taken from Business Analytics, Ethics and Organizations, Strategy, Leadership of which a maximum of 6 credits elective components applies toward the 18 credits minimum.

Operations Supply Chain Mgmt Courses

OSCM 5931. Topics in Operations and Supply Chain Management. 3 cr. hrs.

Topics vary. Specific topics are designated in the Schedule of Classes. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and OSCM 6200; or cons. of M.B.A. prog. dir. Other prerequisites may vary by topic.

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, LEDR or NURS program and OSCM 6200; 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, LEDR or NURS program and OSCM 6200; 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, LEDR or NURS program and OSCM 6200; 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, LEDR or HURE program and OSCM 6200; 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 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, LEDR or NURS program and OSCM 6200; or cons. of M.B.A. prog. dir.

OSCM 6151. Enterprise Systems in Supply Chain Management. 3 cr. hrs.

Focuses on how an IT system like ERP supports and integrates core business processes within an organization and across its supply chains. The format is a combination of lectures and in-class exercises using SAP's ERP system. Includes hands-on working experience (through simulation) in manufacturing and distribution using SAP in the following areas: Sales Order Process, Purchasing, MRP, Production Ordering, Accounting and Forecasting. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE or LEDR program and OSCM 6200 and MBA 6030; or cons. of the M.B.A. prog. dir.

OSCM 6200. Operations and Supply Chain Management. 3 cr. hrs.

An advanced core course in operations and supply chain management, focusing on the design, planning, coordination and improvement of operations and supply chains. Topics are examined from an integrative and managerial perspective. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, or LEDR program and MBA 6010 and MBA 6030; or cons. of M.B.A. prog. dir.

OSCM 6931. Topics in Operations and Supply Chain Management. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and OSCM 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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, LEDR and NURS program and OSCM 6200; and cons. of M.B.A. prog. dir.

Real Estate Courses

REAL 5061. Real Estate Modeling. 3 cr. hrs.

Real estate valuation and financial analysis is fundamental to the real estate industry and to other disciplines dealing with real estate including banking, accounting and law. Provides an understanding of the skills and tools used to value real estate with particular emphasis on commercial income property and discounted cash flow modeling. This skill is developed through classroom sessions, and reinforced by practical case studies completed individually. The intent is to expose the student to valuation both as its own end and as a tool in the commercial real estate decision making process. Prereq: Student required to register, pay and successfully complete ARGUS certification exam to pass class; Admitted to graduate ACCO, BUAD, ECON, HCTM, LEDR program and FINA 6200 and FINA 6163; or cons. of M.B.A. prog. dir.

REAL 5931. Topics in Real Estate. 1-3 cr. hrs.

Topics vary. Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program and FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

REAL 6931. Topics in Real Estate. 1-3 cr. hrs.

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

REAL 6953. Seminar in Real Estate. 1-3 cr. hrs.

Elective course. Topics vary. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program and FINA 6200; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

REAL 6995. Independent Study in Real Estate. 1-3 cr. hrs.

Elective course. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR and NURS program and FINA 6200; and cons. of M.B.A. prog. dir.