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) test code 1448 or Graduate Records Exam (GRE) test code 1448.
   a. Applicants may request a waiver of the GMAT/GRE requirement, if:
      i. they have less than 3 years of full-time business work experience and a 3.500 or higher overall GPA with a proof of quantitative coverage or
      ii. they have 3 or more years of full-time 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 (test code 1448 and department code 02) 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
Zilber Hall, Suite 205
P.O. Box 1881
Milwaukee, WI 53201-1881

or by courier to: Marquette University Graduate School of Management; 1250 W. Wisconsin Ave., Suite 205; Milwaukee, WI 53233

Off-Campus Program
The M.B.A. program occasionally 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 take all classes together from matriculation to graduation. Classes meet one night per 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, they 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/).

Online program

The M.B.A. program is offered in a fully online, asynchronous format.

Master of Business Administration (M.B.A.)

The M.B.A. program is delivered in a flexible format with classes offered as a combination of face-to-face, on-campus, hybrid or blended, or online classes. A fully online program is also offered. The online program requires the selection of the online program during the application process. Only those students accepted into the online program are eligible to enroll in the fully online program and are not eligible to take on-campus classes.

The M.B.A. program can be completed with 31.5 or 42 credit hours depending on academic background. Students who are waived from all business essentials courses and MBA 6010 are required to complete the minimum 31.5 credits.

All waivers are reviewed at the time of admission so that students know exactly which courses and the number of credits required before starting the program. There is no option to test out or to place out of the business essentials based on a test or work experience, courses are waived only on formal, for-credit academic work completed within the last 10 years with a B or above from an accredited institution.

Program Requirements

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 (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.

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td>MBA 6040</td>
<td>Business Essentials - Accounting</td>
<td>1.5</td>
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<tr>
<td>MBA 6050</td>
<td>Business Essentials - Economics</td>
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<td>MBA 6060</td>
<td>Business Essentials - Finance</td>
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<td>MBA 6070</td>
<td>Business Essentials - Information Systems</td>
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<td>MBA 6080</td>
<td>Business Essentials - Marketing</td>
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<td>MBA 6090</td>
<td>Business Essentials - Operations and Supply Chain Management</td>
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<tr>
<td>MBA 6100</td>
<td>Business Analytics</td>
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<td>MBA 6101</td>
<td>Quantitative Analysis</td>
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<td>MBA 6120</td>
<td>Concepts for Ethical Business Practice</td>
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<td>MBA 6130</td>
<td>Corporate Social Responsibility</td>
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<td>MBA 6140</td>
<td>Leading People and Change</td>
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<td>MBA 6150</td>
<td>Leading Innovation and Creativity</td>
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<td>MBA 6160</td>
<td>Leadership Coaching and Development</td>
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Electives

Total Credit Hours:

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. Courses that are waived reduce the total number of credits required to complete the degree.

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 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 communication, 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 the following areas of study: Economics, Finance, International Business and Marketing. 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. (http://www.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. Specializations cannot be completed after the M.B.A. degree is awarded.

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.

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. (http://www.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 as long as they complete a minor in business as part of their undergraduate studies. Undergraduate students begin their graduate work in as early as their second semester junior year and complete 3-9 credits of graduate-level course work.

These graduate courses count toward both 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. Prereq: Admitted to graduate CCOM, HURE, LEDR and MGMT program; or cons. of M.B.A. prog. dir.

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. Prereq: Admitted to graduate CCOM, HURE, LEDR and MGMT 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, MSSC 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 will require application of SPSS. Prereq: Admitted to the graduate BUAD, ECON, HCTM, HURE, LEDR, MSSC 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, MSSC or 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 if the course. Prereq: Cons. of M.B.A. prog. dir.

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.
Faculty-supervised, independent study/research of a specific area or topic in Business Administration. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR, MGMT 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. Designated as less than half-time status only, cannot be used in conjunction with other courses, and does not qualify students for financial aid or loan deferment. Prereq: Cons. of GSM.

BUAD 9976. Graduate Assistant Research: Full-Time. 0 cr. hrs.
Fee. SNC/UNC grade assessment. Designated as full-time status. If a student is already registered in other courses full time, this continuation course is not needed. Prereq: Cons. of GSM.

Entrepreneurship Courses

ENTP 5931. Topics in Entrepreneurship. 3 cr. hrs.
Topics may vary. Specific topics are designated in the Schedule of Classes. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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 6995. Independent Study in Entrepreneurship. 1-3 cr. hrs.
Faculty-supervised, independent study/research of a specific area or topic in Entrepreneurship. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, MGMT or NURS program; or cons. of M.B.A. prog. dir.

Finance Courses

FINA 5001. Advanced Financial Management. 3 cr. hrs.
Extension of the development of the theory of financial management, including an examination of relevant literature. Concentrates on applications of financial management theory. Topics include working capital, capital budgeting, dividend policy issues, cost of capital, and principles of valuation.

FINA 5002. Commercial Real Estate Finance. 3 cr. hrs.
Provides an in-depth knowledge of real estate finance, real estate investment, and the operation of the real estate capital markets. Explains the many sources and uses of capital in commercial real estate industry. Presents the mechanics of mortgage finance, followed by the details of mortgage underwriting, lender ratios and discounted cash flow analysis.

FINA 5011. Investment Analysis. 3 cr. hrs.
A study of financial instruments such as stocks, bonds, convertibles, and options, and the markets in which they are traded. Examines the decision process that evaluates the various investment opportunities.

FINA 5040. International Finance. 3 cr. hrs.
Financial decision making in an international context. Studies global financial markets and foreign currency issues, along with the international financing and capital investments.

FINA 5075. FinTech Foundations and Applications. 3 cr. hrs.
Presents a variety of financial technology topics. Covers FinTech applications within banking, investments, insurance and other financial sectors. Introduces the technical underpinnings, including basic programming, data analytics, artificial intelligence, cybersecurity and blockchain. Emphasizes ethics and explores digital privacy and security. Objective is to understand the impact of the convergence of technology, finance, regulation and ethics.

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 MBA 6010 and MBA 6020; or cons. of M.B.A. prog. dir.

FINA 5084. Institutional Investment Consulting. 3 cr. hrs.
Introduction of students to the field of institutional investment consulting. The first portion of the course focuses on theory, process and strategies for advising institutional clients. The second portion focuses on investment consulting in action – application of these tools in real life. Uses service learning, where students complement classroom study with community service. Each student works with a local nonprofit to examine their investment process and make recommendations to improve governance and risk-adjusted, investment performance.
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 MBA 6010 and MBA 6020; or cons. of M.B.A. prog. dir.

FINA 5931. Topics in Finance. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program and MBA 6010 and MBA 6020; 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 MBA 6010 and MBA 6020; 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 MBA 6010 and MBA 6020; 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 MBA 6010 and MBA 6020; 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 MBA 6010 and MBA 6020; or cons. of M.B.A. prog. dir.

FINA 6163. Real Estate Finance and Investments. 3 cr. hrs.
Provides 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 graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT and MBA 6010, MBA 6040 and MBA 6060; 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. Covers 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 graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT and MBA 6010, MBA 6040 and MBA 6060; or cons. of M.B.A. prog. dir.

FINA 6170. Sustainable Finance. 3 cr. hrs.
Examines the ethical and socially responsible dilemmas that managers encounter in the investment management industry. Topics include the professional standards for ethical behavior, corporate governance, accounting manipulation and socially responsible investing. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT and MBA 6010, MBA 6040 and MBA 6060; or cons. of M.B.A. prog. dir.

Presents a variety of financial technology topics. Covers FinTech applications within banking, investments, insurance, and other financial sectors. Introduces the technical underpinnings, including basic programming, data analytics, artificial intelligence, cybersecurity and blockchain. Emphasizes ethics and explores digital privacy and security. Objective is to understand the impact of the convergence of technology, finance, regulation and ethics. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT and MBA 6010 and MBA 6020; 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 online and in-class instruction. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT and MBA 6010, MBA 6040 and MBA 6060; 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 MBA 6010 and MBA 6020; 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 MBA 6010 and MBA 6020; or cons. of M.B.A. prog. dir. Prerequisites may vary depending on topic.

Information Systems Courses

INSY 5054. Emerging Technologies. 3 cr. hrs.  
Advances in technologies have fundamentally changed the way companies conduct business and create value for their customers. 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 may include: machine learning and AI, internet of things (IoT), digital assistants, autonomous vehicles, brain-machine interfaces (BMIs), blockchain, 5G/6G, VR/AR, biometrics, cloud computing, digital ecosystems, ethics in AI, and privacy and security. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM, HURE, LEDR 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, ACAN, BUAD, ECON, HCTM or, MGMT and MBA 6070; or cons. of M.B.A. prog. dir.

INSY 5156. 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 graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT; and MBA 6070; 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. 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, ACAN, 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 ACAN, BUAD, COSC, ECON, ENMA, HCTM, HURE, MSSC 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 graduate ACCO, ACAN, BUAD, ECON, HCTM, MGMT and MBA 6070; or cons. of 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; process 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 graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT program and MBA 6070; 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. Reviews the issue of what constitutes authorization for both collection and release of personal data from a business perspective. Reviews safeguards and legal limitations to prevent the selling or divulging of customer data, since corporations have an ethical obligation not to release such data. Case studies, projects and research reports are used for evaluation. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT program and MBA 6070; or cons. of M.B.A. prog. dir.
INSY 6157. Global Information Systems Outsourcing. 3 cr. hrs.
Discusses 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 graduate ACCO, ACAN, BUAD, ECON, HCTM or MGMT program and MBA 6070; or cons. of M.B.A. prog. dir.

INSY 6158. Systems Analysis and Design. 3 cr. hrs.
Analyze, model and design business system and process requirements using common tools and methodologies. Apply concepts from class to a chosen, real-life systems development project. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM, MGMT and MBA 6070; or cons. of M.B.A. prog. dir.

INSY 6159. Design and Management of Database 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 graduate ACCO, ACAN, BUAD, ECON, HCTM, MGMT and MBA 6070; or cons. of M.B.A. prog. dir.

INSY 6200. Digital Innovation Strategies. 3 cr. hrs.
Understand and assess the impact of emerging technology trends such as Blockchain, cognitive technologies, green IT, smart cities, deep learning and artificial intelligence and cloud computing, among others. Taking a strategic lens, evaluate the disruptive potential of emerging technologies and apply innovation adoption models to develop a strategic vision for new technology adoption. In doing so, learners explore opportunities that these technologies present to their own firms, risks associated with adoption and integration of these innovations, and global and societal implications of emerging technology adoption. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM, MGMT and MBA 6070; or cons. of M.B.A. prog. dir.

INSY 6931. Topics in Information Systems. 1-3 cr. hrs.
Topics vary. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM, MGMT and MBA 6070; or cons. of M.B.A. prog. dir.

INSY 6995. Independent Study in Information Systems. 1-3 cr. hrs.
Faculty-supervised, independent study/research of a specific area or topic in Information Systems. Prereq: Admitted to graduate ACCO, ACAN, BUAD, ECON, HCTM, MGMT and MBA 6070; 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, MGMT or NURS program; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

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 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.
Faculty-supervised, independent study/research of a specific area or topic in International Business. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, LEDR, MGMT or NURS program; and cons. of M.B.A. prog. dir.

Management Courses

MANA 5100. Ethics in Sport Leadership. 3 cr. hrs.
Examines ethics in sports from the perspective of the individual, athletic administrator and sport industry as a whole. Issues addressed include sport as tool for peacemaking; competition and fair play; cheating; social aspects of sport; and other trending topics. Learn to examine and reflect upon multiple sides of ethical dilemmas and build capabilities for ethical decision making. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, SPLE program; or cons. of M.B.A. prog. dir.

MANA 5931. Topics in Organizational Management. 3 cr. hrs.
Topics vary. Prereq: Admitted to ACCO, BUAD, ECON, HCTM, HURE, LEDR, MGMT or NURS program; or cons. of M.B.A. prog. dir. Other prerequisites vary depending on topic.

MANA 6110. Managing Behavior in Organizations. 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, MGMT or NURS program and MBA 6140 or MBA 6160; or cons. of M.B.A. prog. dir.
MANA 6114. Teambuilding Skills. 1.5 cr. hr.
Provides the opportunity to practice and improve team-related skills. Focuses on learning and developing skills and behaviors involving understanding team dynamics, problem solving in teams, group communication, developing high performing teams, and understanding the challenges/opportunities of working in virtual teams. Exercises and group activities emphasize the differences between individual and group goals and provide students with the opportunity to practice team-based skills. Written work is intended to reinforce concepts and assist students in the transfer of learning into both academic and workplace environments. Prereq: Admitted to graduate BUAD and MGMT program; 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, MGMT or NURS program and MBA 6140 and MBA 6160; or cons. of M.B.A. prog. dir.

MANA 6120. Managing and Leading in Turbulent Times. 3 cr. hrs.
Discusses significant issues that all managers and leaders face in regards to the people they lead and report to in challenging times. Some specific topics include issues for new managers (motivation, conflict, difficult conversations and transitioning from peer to leader), issues for all leaders (How do/ will you lead?, leading change) and career issues (developing upward influence, the need for different skills as you advance). Also incorporates topics that students request. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM, MGMT program; 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, MGMT 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, MGMT 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, MGMT or NURS program; MBA 6140 and MBA 6160; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

MANA 6986. Internship in Management. 1-3 cr. hrs.
Directed work in various areas of management under the supervision of a working professional in the area. Requires faculty supervisor. Must have approved academic component at the graduate level. Maximum of 3 credits may be accepted toward degree requirements. Can be taken for 1-3 credits and is determined by the amount of hours worked during the internship. Prereq: Admitted to graduate MGMT program; or cons. of M.B.A. prog. dir.

MANA 6995. Independent Study in Management. 1-3 cr. hrs.
Faculty-supervised, independent study/research of a specific area or topic in Management. Prereq: Admitted to the graduate ACCO, BUAD, CCOM, ECON, HCTM, HURE, LEDR, MGMT or NURS program and MBA 6140 and MBA 6160; and cons. of M.B.A. prog. dir.

MANA 6997. Management Capstone. 1.5 cr. hr.
Brings together all of the major concepts covered in the MGMT program to create a culminating experience that provides students the opportunity to put their learning into action. Students work with an organization to help diagnose and address a real-life problem. The problems are focused in areas related to human capital management and organizational development practices. Prereq: Admitted to graduate MGMT program.

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.
Focuses on optimizing profitable relationships with customers and recognizing that customers are the most important asset that companies have. Teaches marketing variables that impact customers’ satisfaction, loyalty and brand advocacy. Emphasizes exceptional and relevant customer experience as the most available path to a sustainable competitive advantage. Students learn how to apply a number of CRM metrics; customer lifetime value (CLV), recency/frequency/monetary (RFM) and value estimation. Students receive hands-on experience developing predictive models using CRM data and tools. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR or NURS program; 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, ACAN, 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.
Differing from traditional marketing research, focuses on the marketing strategies underlying quantitative analysis and how that analysis leads to more effective decisions and 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, ACAN, 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, ACAN, 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.
Explores marketing’s role in leading companies to more innovative products, services, processes and business models. Demonstrates the importance of innovation to the modern corporation; the core marketing practices that drive corporate innovation; and the role of pricing in successful innovation. Students receive hands-on practice in developing innovative products and services and in applying data-driven techniques to the innovation process. Prereq: Admitted to graduate ACCO, BUAD, ECON, HCTM or MGMT: MBA 6080; 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 6995. Independent Study in Marketing. 1-3 cr. hrs.
Faculty-supervised, independent study/research of a specific area or topic in Marketing. 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 MBA prog. dir.

MBA 6040. Business Essentials - Accounting. 1.5 cr. hr.
Provides the student with the tools to understand financial concepts, principles and methodologies; read and comprehend financial statements and information; develop awareness of ethical issues in accounting and financial reporting; evaluate relevant financial information optimizing decision making; effectively communicate financial information and decisions; develop skills in business writing and critical thinking; and improve communication with financial personnel. Prereq: MBA 6010.

MBA 6050. Business Essentials - Economics. 1.5 cr. hr.
Provides an overview of both microeconomics and macroeconomics, as well as understanding how to integrate current economic conditions, events and issues in order to make the economic theory relevant to everyday situations. Microeconomics focuses on the behavior of individuals as consumers and employees; the behavior of businesses firms as producers and employers; how the behaviors of individuals and business firms is coordinated through a system of markets and prices; how various government policies affect market outcomes; and how society’s scarce resources are allocated and how income is distributed in a modern mixed (market/government) economy. Macroeconomics studies the economy as a whole and focuses on: total production in a society; business cycles; inflation and unemployment; global product, service, and financial markets; and how various government policies affect domestic and international markets. Prereq: MBA 6010.

MBA 6060. Business Essentials - Finance. 1.5 cr. hr.
Covers the core concepts and basic tools in finance including time value of money, compounding, discounting, different types of cash flow, different types of financial assets (e.g., bonds, stocks and loans) and how to analyze their value, their risk and the return of investment on these assets from both stand-alone and portfolio perspectives. Shows how to analyze business decisions from a financial point of view. Explains different methods of distribution that companies use to give back to their investors (e.g., stock dividends, cash dividends and stock repurchases). Prereq: MBA 6010.
MBA 6070. Business Essentials - Information Systems. 1.5 cr. hr.
Provides a broad overview of information systems and applications used in organizations. Topics include data analytics, data visualization and an exposure to database systems. Lectures are supplemented with online team activities, utilizing software labs with an introduction to Python, SQL, Excel and Tableau.

MBA 6080. Business Essentials - Marketing. 1.5 cr. hr.
Introduces essential topics and skills in the function of marketing by applying an array of marketing concepts to a multitude of business scenarios. Underscores the understanding of marketing principles and application of marketing variables, in terms of analyzing, planning, implementing and controlling marketing activities such as positioning, differentiation, segmentation analysis and target market selection within a firm. Emphasizes the understanding the plethora of ways firms manage their approaches to the marketing mix parameters; namely, the product strategy, pricing strategy, distribution strategy and integrated marketing communications for their products and brands.

MBA 6090. Business Essentials - Operations and Supply Chain Management. 1.5 cr. hr.
Introduces essential topics and skills in the planning, designing and managing of operations and supply chain management in the firm. Topics include supply chain strategies, sourcing and supplier relationship management, demand planning, inventory management, sales and operations planning, MRP, global logistics and Industry 4.0. Includes a mix of lectures and online activities involving research, readings, case studies and tutorials.

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, ACAN, BMAN, BUAD, CCOM, ECON, HCTM OR MGMT; MBA 6010, MBA 6040, MBA 6050, MBA 6060, MBA 6070, MBA 6080 and MBA 6090; 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 ACCO, ACAN, BMAN, BUAD, CCOM, ECON, HCTM OR MGMT; MBA 6010, MBA 6040, MBA 6050, MBA 6060, MBA 6070, MBA 6080 and MBA 6090; 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 ACCO, BUAD, CCOM, HCTM, HURE, LEDR or MGMT; or cons. of M.B.A. prog. dir.

MBA 6130. Corporate Social Responsibility. 1.5 cr. hr.
An overarching 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 ACCO, BUAD, HCTM, HURE, LEDR, MGMT 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, LEDR or MGMT; 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, LEDR or MGMT; 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, LEDR or MGMT; 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.

MBA 9607. Graduate Concurrent Required Component: Less than Half-Time. 0 cr. hrs.
A less than half-time equivalent course, used for those Marquette graduate students who are participating in a program that requires a concurrent zero credit component of a course, such as a tutorial, a colloquium, D2L module, etc. SNC/UNC grading. Prereq: Cons. of dept. ch.

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 MBA 6010 and MBA 6030; or cons. of M.B.A. prog. dir. Other prerequisites may vary by topic.

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, ACAN, BUAD, CCOM, ECON, HCTM, or MGMT and MBA 6010 and MBA 6090; or cons. of M.B.A. prog. dir. Other prerequisites may vary by topic.

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 MBA 6010 and MBA 6030; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

OSCM 6995. Independent Study in Operations and Supply Chain Management. 1-3 cr. hrs.
Faculty-supervised, independent study/research of a specific area or topic in Operations and Supply Chain Management. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR and NURS program and MBA 6010 and MBA 6010; 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 MBA 6010, MBA 6020 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 MBA 6010 and MBA 6020; or cons. of M.B.A. prog. dir. Prerequisites vary depending on topic.

REAL 6995. Independent Study in Real Estate. 1-3 cr. hrs.
Faculty-supervised, independent study/research of a specific area or topic in Real Estate. Prereq: Admitted to the graduate ACCO, BUAD, ECON, HCTM, HURE, LEDR and NURS program; MBA 6010 and MBA 6020; and cons. of M.B.A. prog. dir.