

EARL G.GRAVES SCHOOL OF BUSINESS & MANAGEMENT

MASTERS COURSE DESCRIPTIONS

ACCOUNTING

ACCT 600: Accounting for Decision Making

Three Hours: 3 Credits

This course deals with the three primary functions of business managers: planning, operations and control. The course focuses on cost management methods and practices, financial and management reports, and operational control in a global business environment. Total quality management, benchmarking, continuous improvement, activity-based management, reengineering, the theory of constraints, mass customization, target costing, life-cycle costing and the balance scorecard are covered.

ACCT 603: Financial Statement Analysis

Three Hours: 3 Credits

This course develops an understanding of the balance sheet, income statement and statement of cash flows and how these statements are used by financial professionals. The students will understand the role of these statements in the capital markets. Coverage includes the quality of earnings, initial public offerings, earnings per share, ratio analysis and understanding the footnotes to financial statements. Prerequisite: ACCT 500 with grade of B or better.

ACCT 606: Advanced Auditing

Three Hours: 3 Credits

This course covers professional ethics of accountants, accountants' legal liability, auditing standards, objectives and procedures; audit documentation and auditors' reports; Sarbanes-Oxley requirements, and standards for reviews, compilations and other assurances services. Internal auditing is also covered. Prerequisite: ACCT 631 with grade of B or better.

ACCT 607: Introduction to Forensic Accounting

Three Hours: 3 Credits

This course provides an understanding of fraud using various platforms and existing theories on types of fraud. Financial statement fraud and other fraudulent behaviors are covered, as well as fraud prevention, fraud detection, and fraud resolution. The course also provides an understanding of how fraud prevention can be effective in enabling good corporate governance. Prerequisite: ACCT 606 or its equivalent. Prerequisite: ACCT 631 with grade of B or better.

ACCT 608: Management Information Systems in Accounting

Three Hours: 3 Credits

This course develops an understanding and appreciation for the design, analysis, development, and implementation of computer-based accounting information systems with an emphasis on control and management issues of this accounting function. Practical applications will be examined through computer projects and systems cases. Students are involved in a variety of learning experiences, including problem

solving, critical thinking, team participation, oral classroom presentations based on library, and empirical research. Prerequisite: ACCT 600 with grade of B or better.

ACCT 609: ANALYTICS IN ACCOUNTING

Three hours: 3 credits

This course covers the fundamental aspects of data analytics in accounting. Specifically, it exposes students to the philosophy of thinking and analyzing from the perspective of data and facts. Three major components are covered: Data modeling, accounting-based analytics and analytics used in accounting and auditing. Students are involved in a number of projects that engage the student in each component. Prerequisites: ACCT 600: Accounting for Decision Making (This course will replace one of the two elective courses and will be required for MSA students.).

ACCT 610: Business Taxation

Three Hours: 3 Credits

This course covers income taxation of businesses by national tax authorities with emphasis on U.S. Federal practices. The impact of advances in technology and tax planning on a global level are examined relative to diverse ethical perspectives. Tax research using current technology will be emphasized. Prerequisite: ACCT 600 with grade of B or better.

ACCT 631: Financial Accounting and Reporting

Three Hours: 3 Credits

This is a course on intermediate financial accounting concepts. It examines the core issues included in the conceptual framework of accounting. Accounting and reporting issues related to the various elements of financial statements (i.e. assets, liabilities, equity, revenues and expenses) are covered with emphasis on financial statement presentation and disclosure. Prerequisite: ACCT 600 with grade of B or better.

ACCT 699: Accounting Theory (Capstone)

Three Hours: 3 Credits

This course investigates the theories upon which accounting measurement and valuation are based. It is designed to help the student integrate the material studied in the accounting core courses. Students will be required to demonstrate competencies in financial accounting, managerial accounting, finance and auditing through financial statement preparation and analysis, analysis of cases from business and accounting practice, and presentations and research projects. The impact of accounting research on business and accounting practice will also be covered. Prerequisite: ACCT 600, ACCT 631 and ACCT 606 with grade of B or better.

BUSINESS ADMINISTRATION

BUAD 600: DESIGNING YOUR LIFE

One hour: 0 credits

This professional development program for master's students teaches students how to use a design thinking approach to think about and pursue their life goals. The program provides students with an opportunity to explore their work view, life view, and sources of engagement and energy. Students learn to use mind mapping, odyssey planning, prototyping, and designing to get a dream job. The main

objective of the program is for students to think deeply about their careers and life goals and to learn beliefs, skills, and tools which will help them achieve those goals. Prerequisites: None. FALL/SPRING.

BUAD 601: DEVELOPING YOUR CAREER STRATEGY

One hour: 0 credits

This professional development program for master's students teaches students how to master key skills essential to career success. The program provides students with an opportunity to master industry and firm research, resume writing and optimization, job interviewing (behavioral and scenario), dressing for success, negotiating job offers, effective interpersonal interactions, and finding and keeping mentors. Prerequisites: None. FALL/SPRING.

BUAD 625: Organizational Leadership and Ethics

Three Hours: 3 Credits

This course focuses on leadership and ethical issues in organizations and society. Through a combination of experiential and traditional learning techniques, the course addresses leadership, followership, teamwork, change management, ethical decision-making, corporate social responsibility, and sustainability.

BUAD 647: International Business Environment & Sustainability

Three Hours: 3 Credits

This course focuses on the challenges associated with developing strategies and managing the operations of companies whose activities stretch across national boundaries. Focus areas include marketing, finance, organization design and control, human resource management, logistics, production, global strategies and the implications of sustainability for profit maximization. How multi-national corporations manage and cope with the environmental and social challenges to "business as usual?", remain profitable and viable businesses as they protect the environment is also examined within this context.

BUAD 648: International Business Law

Three Hours: 3 Credits

This course focuses on key legal issues affecting the conduct of international business. Topics include legal aspects of trading and investing across national boundaries; foreign investing in key countries, including the United States; U.S. customs laws and practices; import protection against unfair trade practices; taxation of international trade and investment; currency and investment controls; and discussion of some of the multi-lateral institutions that impact the conduct of international business.

BUAD 650: Business Research Methods

Three Hours: 3 Credits

Leading companies all have a research function. The function is to help decision-makers sort out dilemmas and search for data that presents the decision maker with options. The course highlights a disciplined way of determining researchable areas and a variety of methodologies to gather data and ideas and carefully translate them into useful information.

BUAD 652: Strategic Human Resource Management

Three Hours: 3 Credits

Human Resource Management represents a key set of processes essential to building, maintaining and rewarding a motivated workforce. Through case study and outside projects, the student will learn the essential insights needed by the manager to insure motivated and capable employees.

BUAD 654: Organization Development and Consulting

Three Hours: 3 Credits

This course deals with organizational transformation and application of OD approaches to change. It addresses basic OD intervention techniques, change strategies and effective implementation of OD and OT. Through demonstrations, experiential exercises, cases and readings, the course will provide the student with insights and techniques that add to effective management.

BUAD 656: Essentials of Negotiation

Three Hours: 3 Credits

Negotiations set the base for contracts, successful project design, successful teams and build a frame of mind that build successful careers. This course focuses on enhancing the student's ability to engage in effective negotiations. Students will consider cases of individuals, intra-organizational, union-management, and business-government negotiations.

BUAD 658: Current Issues in International Business

Three Hours: 3 Credits

This is a seminar course in which issues of significance are addressed. Topic may include but are not limited to cultures, international trade, technology, communication, area studies, international business ethics, etc. Prerequisite: BUAD 647

BUAD 660: Human Capability Management

Three Hours: 3 Credits

This course focuses on the concepts, tools, and systems of human capability management. The overall framework within which managers acquire, develop, allocate, utilize and maintain human capabilities to optimize competitive and cooperative advantages will be discussed. In addition, different systems and tools to assess problems, leverages, constraints, and vulnerabilities of the organization's capabilities will be covered. The dynamic and strategic positioning of capabilities will also be covered. Systems' thinking which is useful for solving human capability problems will help students understand complexity, better operating policies, and effective change associated with human capability systems.

BUAD 666: Internship

Three Hours: 3 Credits

This course is designed to provide an opportunity for students to gain significant experiences in leading organizations. Opportunities for internships have to be approved by the Director of the MBA program and meet criteria set by the Office of Career Development.

BUAD 698: Global Strategic Management

Three Hours: 3 Credits

This course examines the broad approaches firms utilize to attain and subsequently maintain sustainable competitive advantage in the global environment as well as the impacts thereof on the firm. Key areas of focus include strategy selection for foreign market entry, value creation, value capture, organizational competencies, partnerships and alliances, sourcing and organizational culture. Prerequisites: ACCT 600, BUAD 647, BUAD 625, FIN 620, INSS 687, MKTG 690 with a grade of B or better.

BUAD 699: Strategic Management

Three Hours: 3 Credits

This course is the forum for integrating the analytic skills drawn from the core areas of the MBA program. Cases and simulations will highlight issues and problems designed to utilize financial, technological, behavioral and marketing knowledge. Assignments and projects will be used to build a general manager's perspective on developing and implementing strategies for marketplace success. Students will develop skills to perform situational analysis, evaluate the dynamics of competition and cooperation, as well as strategic positioning. This course will be in the final semester in the student's program.

Prerequisites: ACCT 600, FIN 620, BUAD 625, BUAD 647, INSS 687, BUAD 660, , each with a grade of B or better; Semester of intended graduation

ENTR 651: Innovation & Entrepreneurship

Three Hours: 3 Credits

This course concentrates on innovation management, intrapreneurship, and entrepreneurial processes that can be used to develop and manage ventures. The main objective of the course is for students to understand how to incorporate innovation into venture creation. Students will create business models and write business plans for ventures that incorporate innovation. Prerequisites: ACCT 600, BUAD 625, FIN 620, , each with a grade of B or better.

ENTR 655: Venture Financing

Three Hours: 3 Credits

This course covers entrepreneurial finance (grants, debt, equity...friends, family, crowd sourcing, angel investors, venture capitalists, Series A-D, IPOs, and sales) and private equity investing. Students will learn about tools and concepts related to entrepreneurial finance options, including valuation techniques, ownership/control implications, instruments, offerings, key financial analyses, advantages/disadvantages, and appropriate contextual applications. Using cases about firms at different stages of development, students will practice applying entrepreneurial finance tools and concepts to enhance business decision-making. Prerequisites: ACCT 600, FIN 620, each with a grade of B or better

ENTR 661: Business Accelerator

Three Hours: 3 credits

This course provides an authentic action-learning environment for student entrepreneurs. Students must have an existing business, which they want to take to the next level. Students may work individually or in teams, depending on the ownership structure of their firm (i.e., sole proprietors will work individually, partnerships and LLCs may work as teams). Students will agree to achieve significant improvements in the performance of their firm. They will use critical thinking, problem-based learning, financial planning, and action plans to more efficiently and effectively grow their businesses. Students must demonstrate significant improvement in their firm's product/service, marketing, sales, operations, profitability/financial management, or product-market fit by the middle of the semester and again by the end of the semester. Prerequisites: None.

ENTR 686: IDEATION AND CREATIVITY

Three hours: 3 credits

This experiential learning course provides students with the opportunity to practice applying a diverse set of approaches to idea generation and creativity, including: design thinking, systematic inventive thinking, deconstruction, four actions framework, divergent and convergent thinking, ideation/brainstorming, problem-solving, discovery framing, and securing/expanding/ exposing/and

challenging. Students will use these approaches to generate ideas and solve problems and then compare and contrast the outcomes achieved via various methods. Prerequisites: None. SPRING.

ENTR 688: INTELLECTUAL PROPERTY PROTECTION

Three hours: 3 credits

This course provides students with the opportunity to examine various types of intellectual property (i.e., patents, trademarks, copyrights, trade secrets, tech transfer, and licensing) and learn how to protect, manage, and acquire intellectual property as vital assets of a firm. Students will develop an intellectual property protection plan for a firm, identify an undeveloped intellectual property, and create a plan to acquire and develop an intellectual property. Prerequisites: None. FALL.

FINANCE

FIN 620: Corporate Finance

Three Hours: 3 Credits

This course covers the principles and practices of financial management. Students will be exposed to financial concepts, financial instruments, and techniques used in financial decision making. Topics include financial analysis, short-term financing and planning, capital budgeting, cash flow estimation and risk analysis, cost of capital, capital structure, dividend policy, mergers and acquisitions, and initial public offerings.

FIN 630: International Financial Management

3 hours; 3 credits

This course explores the financial problems and opportunities faced by multinational firms. The course builds on and extends all the principles provided by domestic corporate finance to account for dimensions unique to international finance. Topics include foreign exchange markets, exposures to exchange rate fluctuations, currency risk management, and multinational corporate investment and financing decisions. Prerequisite: FIN 620 with a grade of B or better.

FIN 631: Financial Institutions and Markets

Three Hours: 3 Credits

This course covers the theory of financial intermediation, regulatory environment, interest rates, and asset-liability management with a focus on commercial banking. Prerequisite: FIN 620 with a grade of B or better.

FIN 632: Investment Analysis

Three Hours: 3 Credits

This course covers valuation of equities, fixed income securities, and alternative assets, and measurement of risk and return of financial instruments; and diversification of risk within the context of modern portfolio theory. Coverage of securities analysis and portfolio management includes both individual and institutional. Prerequisite: FIN 620 with a grade of B or better.

FIN 633: Risk Analysis and Insurance

Three Hours: 3 Credits

This course covers the derivative securities, including options, forwards, futures, swaps and a number of variations of these basic instruments. Topics include the characteristics of these instruments, how they

are priced, how they are used in strategies, and how to manage the risk they create as well as how to use them to manage already existing risk: Prerequisites: FIN 620 and FIN 632 with a grade of B or better.

FIN 640: Global Investments and Financial Markets

Three Hours: 3 Credits

This course focuses on topics related to global financial management, financial investment, and financial institutions with emphasis on economic, financial, political, and legal factors impacting decision-making processes of multinational business organizations and financial institutions. These topics are explored from the perspective of managers doing business and investments in global markets to understand the complexities, opportunities, challenges, limitations, risks, and trends associated with business operations in foreign countries. Prerequisites: ACCT 600 and FIN 620 with a grade of B or better.

MARKETING

MKTG 675: Advanced Marketing Management

Three Hours: 3 Credits

This course examines advanced marketing metrics and business intelligence (BI), and links quantitative analytics to marketing concepts. The course will highlight representation of marketing data, marketing metrics, forecasting, data mining, and online analytic processing. Actionable intelligence will be examined through the lens of fundamental marketing concepts, including the understanding of how business processes, data, and analytics contribute to effective management of the 4Ps and 5 Cs of marketing leading to market segmentation, targeting, and positioning.

MKTG 676: International Marketing

Three Hours: 3 Credits

The emphasis of this course is on emerging trends in international marketing including strategic international alliances and implications of decisions as they relate to ethics and social considerations. A project which encompasses a comprehensive economic, cultural, and competitive analysis of a country and an outline of a marketing plan for it will be required.

MKTG 677: Promotions Marketing

Three Hours: 3 Credits

This course highlights the world of promoting products and services in both net and brick and mortar organizations and expecting marketplace impact. Concepts like goal setting, positioning and segmentation, message strategy and tactics, media strategy and the legal, ethical and global implications of promotions and advertising are involved. The course emphasizes cases and projects. . Prerequisite MKTG 675 with a grade of 'B' or better.

MKTG 681: Marketing in the Services Organization

Three Hours: 3 Credits

Marketing services is a complex effort by an organization. Through cases, the course analyzes key processes in the delivery of process designed to satisfy customers. Analytical techniques are stressed and applied to a variety of cases and projects in industries like hospitality, health care, tourism, education, and transportation. Prerequisite MKTG 675 with a grade of 'B' or better.

MKTG 690: International Marketing

Three Hours: 3 Credits

This course examines the social, cultural, political, institutional, behavioral, economic, and competitive conditions that differentiate the conduct of foreign and international marketing from domestic marketing. In this course students will examine a series of specific marketing problems, tasks, and tools to prepare for approaching international marketing activity.

INFORMATION SYSTEMS

INSS 630: Supply Chain Management and Strategic Sourcing

Three Hours: 3 Credits.

This course introduces students to tools, techniques and strategies for effective sourcing and for managing supply chains. Students learn to use software tools for managing supply chain resources. This course uses case studies and articles to enhance student learning.

INSS 632: Logistics Management

Three Hours: 3 Credits.

This course introduces students to analytical tools and frameworks related to logistics and distribution channels management. Students learn to use software tools in designing and managing a logistics network. This course uses case studies to augment student learning.

INSS 634: Information Systems for Supply Chain Management

Three Hours: 3 Credits

This course introduces students to managerial and technical issues related to adoption and strategic use of information systems for effectively managing supply chains. Students learn to use software tools and techniques to manage enterprise resources. This course uses case studies to augment student learning.

INSS 636: Current Issues in Supply Chain Management

Three Hours: 3 Credits.

This capstone course introduces students to current issues in supply chain management. Students discuss case studies and review latest academic & practitioner articles. Students work on a project where they deal with a real company's supply chain management issues.

INSS 687: Information Technology & Supply Chain Management System

Three Hours: 3 Credits.

This course highlights the role of technology as an integrative component in the strategic success of an organization. The course examines the role Information Technology (IT) plays as a competitive tool that can differentiate a company's products, services, and processes. The course also examines the basic supply chain management processes and the strategic role of enterprise information systems in creating business value to organizations.

INSS 692: Knowledge-Based and Collaborative Systems in the Organization

Three Hours: 3 Credits

Knowledge management is a key element in many organizations. Explicit knowledge exists throughout an organization and has to be organized with knowledge systems to provide support for decisions and

problem-solving and planning. Implicit knowledge is another element in the successful organization that defies ordinary means of organizing. Both are explored. Knowledge-based organizations and ideas like intellectual capital (to compare with financial capital) are hand in hand with the increased collaboration in modern organization. The class explores the richness of these concepts through cases and projects.

INSS 693: Decision Support Systems

Three Hours: 3 Credits

In this course, students integrate areas leading to and contributing to management decision making. The course focuses on management's need and uses for decision and expert systems, various management support tools, and implementing management support systems. The course includes contemporary topics in Decision Support Systems (DSSs), Executive Information Systems (EISs), Expert Systems (ES), Neural Networks (ANN), Groupware. It provides hands-on practice in building and using decision support and expert systems software applications. Prerequisite: INSS 687 with a grade of 'B' or better.

INSS 695: DATA ANALYTICS FOR DECISIONS

Three hours: 3 credits

This course focuses on the development, governance, management, and utilization of analytical and computational models for structured and unstructured data to solve business needs. Information architectures, business intelligence and data mining topics relevant to the business domain are covered. Prerequisites: INSS 587: Management Information Systems, and INSS 586: Quantitative and Statistical Skills for Managers, or equivalent, with a Grade of B or better.

INSS 696: Current Issues in Information Technology

Three Hours: 3 Credits

This course provides students with opportunities to learn about the current issues in technological advantages in the field of information technology through current readings, discussions and experiences. The content of the course varies from semester to semester based on paradigm shifts in business. Currently topics include Electronic Commerce, Internet and Intranet, EDI, Applications of World Wide Web, etc. Prerequisite: INSS 687 with grade of 'B' or better.

PROJECT MANAGEMENT COURSES:

PROJ 600: Foundations in Project, Program, and Portfolio Management.

Three Hours: 3 Credits.

This problem-based interdisciplinary course introduces project management tools and techniques. It introduces program and portfolio management in corporate and government settings. Students use practical applications to manage projects from start to finish. Students use software tools for planning and monitoring projects (Formerly Project, Program, and Portfolio Management).

PROJ 650: Project Integration and Scope Management.

Three Hours: 3 Credits.

This course explores integration processes, including developing the project charter and project management plan; directing and managing execution; monitoring and controlling work; integrated change control; and project closeout. The scope management portion of this course covers the processes that ensure all the work, and only the work, required for successful project completion is included in your

projects. Scope processes include scope planning and definition, creating a work breakdown structure, and scope verification and control (Formerly Project Planning and Resource Management).

PROJ 655: Building and Leading Successful Project Teams.

Three Hours: 3 Credits.

The course focuses on project communication needs, how to plan for meeting those needs, project stakeholder management, and related project human resource issues. It introduces students to a communications model, techniques to improve communications, crisis communications, identifying stakeholders, and virtual teams. Students learn the dynamics of human resource planning tools, receive an overview of key organizational behavior theories and leadership theories, negotiation, team development, and conflict management. The course uses case studies to augment student learning. (formerly Project Communication, Negotiation, and Human Resource Management)

PROJ 660: Project Time and Cost Management.

Three Hours: 3 Credits.

This course links project time and cost management to build on the definition of project work accomplished through scope management. It offers students an opportunity to both plan a project from a time and cost perspective but also learn techniques to monitor and control it to successful completion. Topics include cost estimating techniques, activity sequencing, critical path analysis, and earned value management. Students will use project management software in this course. (Formerly Project Cost, Value, and Financial Management). Prerequisite: PROJ 600.

PROJ 670: Managing Project Procurement, Quality, and Risk.

Three Hours: 3 Credits.

This course focuses on three of the key success factors for execution of most projects: procurement, project quality, and risk management. It introduces students to the challenges associated with determining what the project team will not produce internally, acquiring the external resources needed, integrating procurements into the overall project plan, and conduct, administration, and closing of procurements. Students are introduced to the dynamics of contract negotiation, and basic contracting legal requirements.

Students are introduced to topics such as quality processes, quality assurance, and quality control and best practices to insure delivery with required quality, integrating quality into projects, and selecting and applying pertinent quality metrics. Finally, concepts of identification and classification of potential risks to successful completion of the project, analyzing identified risks, developing mitigating actions to take should any of the identified risk events occur, and monitoring techniques for risk management are presented. The course uses case studies and team exercises to augment student learning. (Formerly Project Procurement Management in Public and Private Sectors). Prerequisite: PROJ 600.

PROJ 681: Managing IT Projects

Three Hours: 3 Credits

This course covers fundamentals of project management methodology as applied to IT initiatives. By using case studies, this course examines all aspects of IT projects, including hardware and software selection, vendor relationships and working with local and remote teams. The course introduces students to modeling software tools. Prerequisite: PROJ 600.

PROJ 685: Special Topics in Project Management

Three Hours: 3 Credits

This course introduces students to special topics in project management. Students discuss case studies and review latest academic and professional journal articles. Currently, topics such as Agile Project Management, tools and techniques are presented in this course. Prerequisite: PROJ 600.

PROJ 690: Project Management Application

Three Hours: 3 Credits

Each student identifies and manages a project (about 12-weeks in length) on campus or at a company or agency. Students manage a complete project management life cycle and validate a full range of PMBOK®-specific project management processes from project charter through project closure. Projects must be approved by the Chairperson. Prerequisite: PROJ 600.

HOSPITALITY MANAGEMENT COURSE DESCRIPTIONS

HOMG 600: Principles and Practices of Food Service Management

Three Hours; 3 Credits

This is a core graduate course in Hospitality Management that prepares students to examine the mechanisms and techniques employed in the management of food service companies. Comparisons case studies and selected topics focus on design, structures, operations, multi-units, marketing and management systems for a variety of public and private food services operations.

HOMG 610: Revenue Management for Hospitality & Tourism

Three Hours; 3 Credits

This course introduces the student to the scope and application of revenue management in the hospitality and tourism industries. Students will learn how to effectively manage the variability in industry market demand relative to supply to maximize revenue while ensuring customer satisfaction.

HOMG 625: Management of Lodging and Resort Operations

Three Hours; 3 Credits

This course focuses on the examination of the mechanism and techniques employed in the management of hotel/resorts companies. Comparisons, case studies and selected topics focusing on structures, operations and marketing systems for a variety of hotels and resorts operations, are analyzed.

HOMG 650: Advanced Hospitality Marketing Management

Three Hours: 3 Credits

This course utilizes cases to explore services marketing concepts with a focus on the hospitality industry. Using market focused analyses and managerial decision making frameworks, concepts such as competitive service design, service quality, and service recovery strategies are examined.