MBA Curriculum Program Schedule

1st Semester
- Accounting
  - ACCT 600
- Finance
  - FIN 620
- Leadership & Ethics
  - BUAD 625

2nd Semester
- Information Technology & Supply Chain
  - INSS 687
- International Business & Sustainability
  - BUAD 647
- Human Capability Management
  - BUAD 660

3rd Semester
- Marketing & Business Intelligence
  - MKTG 675
- Elective
- Elective

4th Semester
- Strategic Management
  - BUAD 699
- Innovation & Entrepreneurship
  - ENTR 651
- Elective

Click on Course Title to see Course Description
MBA 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. Prerequisite: ACCT 500 with grade of B or better.

BUSINESS ADMINISTRATION

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. Prerequisite: BUAD 521 or equivalent with a grade of B or better.
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. Pre-requisite: BUAD 521 with a grade of B or better.

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. Prerequisite: BUAD 521 or equivalent 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, BUAD 647, BUAD 625, FIN 620, INSS 690, MKTG 675, each with a grade of B or better; Semester of intended graduation

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. Prerequisite: FIN 520 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 567 or equivalent, INSS 587 or equivalent each with a grade of ‘B’ or better.

INFORMATION SYSTEMS

INSS 687: Strategic Information Systems Management

Three Hours: 3 Credits.

This course highlights the role of technology as an integrative component in the strategic success of an organization. The course focuses on the key role of Business Process Re-engineering (BPR) in all components of the effective organization’s value chain and in its decision-making capability. The role of the Internet and wireless technologies are fundamental elements. The course examines the role IT plays as a competitive tool than can differentiate a company’s products, services, and processes.

Prerequisite: INSS 587.
MBA ELECTIVES
Elective classes can be taken in the following areas of emphasis:
Accounting
Finance
Business Administration
Marketing
Information Systems

ACCOUNTING

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 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 500 with grade of B or better.

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.

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 500 with grade of B or better.
BUSINESS ADMINISTRATION

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. Prerequisite: BUAD 521.

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. Prerequisite: BUAD 521

**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. Prerequisite: BUAD 521

**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

**ENTR 664: Entrepreneurship**

**Three Hours: 3 Credits**

This course will provide an experiential introduction to the creation of a new business enterprise. The course provides a discussion of entrepreneurship theory and research. The major project is a business plan that could be presented to a venture capitalist, angel investor, bank, or other funding source. Topics of discussion include the traits of successful entrepreneurs, idea generation and opportunity recognition, “window of
opportunity," the venture team, family businesses, management/marketing/financial skills needed, “intrapreneurship.”

**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 any venture. Students will create business models and develop business propositions for innovations. Prerequisites: ACCT 600, BUAD 625, FIN 620, INSS 687, MKTG 675, each with a grade of C or better.

**BUAD 666: Internship (With permission)**  
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.

**FINANCE**

**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 520 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

**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.
MARKETING

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. Prerequisite: MKTG 567 with a grade of ‘B’ or better.

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.

**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.

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 monitoring projects (Formerly Project, Program, and Portfolio 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 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 learn