

HANKAMER SCHOOL OF BUSINESS

Associate Dean for Graduate Programs: Patsy Norman

Admission

1. See general requirements.
 2. Applicants for admission to graduate study in business make application to the Graduate School. Applications are forwarded to the Hankamer School of Business where they are evaluated by the Associate Dean for Graduate Programs. Applications are returned to the Dean of the Graduate School for final evaluation.
 3. Applicants must have a record of undergraduate study and experience that is predictive of success in graduate study.
 4. Applicants who do not have a bachelor's degree in Business Administration may be required to take BL 5104 Business Foundations - Business Law.
 5. Students enrolled in the integrated BBA/MAcc and BBA/MTax degree programs must meet all requirements for admission to graduate school except the requirement for the bachelor's degree. Students should apply to graduate school during their senior year. (See Undergraduate Catalog for Accounting Major.)
 6. Either the GRE or GMAT exam is required for admission to the MBA program. Full Time MBA students without a minimum of two years of full-time work experience are required to complete an internship course. All Full Time MBA students in the healthcare administration specialization are required to complete a two-credit hour healthcare residency.
 7. The primary criterion for evaluating students applying to the Executive Master of Business Administration (Executive MBA) is successful managerial or professional work experience. The GMAT or GRE examination is not required. In special circumstances, however, the GMAT or GRE examination may be required at the discretion of the admission committee. Applicants should contact the Director of the Executive MBA program for requirements specific to their situation.
 8. The Online MBA requires a complete work history with start and end dates, accomplishments, and skills acquired including any managerial experience. For students with four years of supervisory leadership, or project management experience, the GRE/GMAT may be waived as an admission requirement.
 9. Applicants to the Online MBA whose undergraduate degree is not in business or not a business degree from an AACSB-accredited institution must take additional business foundation courses, increasing the total hours required for completion from forty-eight to sixty.
 10. International students who are required to take the Test of English must attain one of the following scores:
 - a. Test of English as a Foreign Language (TOEFL) - a minimum score of 600 (paper-based), 250 (computer-based), or 100 (internet-based) is required.
 - b. International English Language Testing System (IELTS) - a minimum score of 7.0 is required.
 - c. Duolingo: - a minimum score of 125 on the Duolingo exam is required.
- Master of Business Administration (MBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/mba/>)
 - General Business Concentration (MBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/mba/general-business-concentration-mba/>)
 - Business Analytics Concentration (MBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/mba/business-analytics-concentration-mba/>)
 - Cyber Security Concentration (MBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/mba/cyber-security-concentration-mba/>)
 - Entrepreneurship and Corporate Innovation Concentration (MBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/mba/entrepreneurship-corporate-innovation-concentration-mba/>)
 - Healthcare Administration Specialization (MBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/mba-healthcare-administration-specialization/>)
 - Healthcare Administration Specialization, Pre-Clinical Track (PCT) (MBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/mba-healthcare-administration-specialization-pre-clinical-track/>)
 - Business Administration Minor (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/business-administration-minor/>)
 - Business Analytics Graduate Concentration (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/business-analytics-concentration/>)
 - Cyber Security Graduate Concentration (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/cyber-security-concentration/>)
 - Entrepreneurship and Corporate Innovation Graduate Concentration (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/entrepreneurship-corporate-innovation-concentration/>)
 - Executive Master of Business Administration (EMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/executive-master-business-administration/>)
 - Healthcare Administration Concentration (EMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/executive-master-business-administration/healthcare-administration-concentration-emba/>)
 - Cybersecurity Technology & Strategy Concentration (EMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/executive-master-business-administration/cybersecurity-technology-strategy-concentration-emba/>)
 - Executive Presence & Communication Concentration (EMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/>)

- executive-master-business-administration/executive-presence-communication-concentration-emba/)
- International Trade and Supply Chain Management Concentration (EMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/executive-master-business-administration/international-trade-supply-chain-management-concentration-emba/>)
 - Strategic Marketing Concentration (EMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/executive-master-business-administration/strategic-marketing-concentration-emba/>)
 - Online Master of Business Administration (OMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/online-master-business-administration/>)
 - Cyber Security Concentration (OMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/online-master-business-administration/cyber-security-concentration-omba/>)
 - Executive Communication Concentration (OMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/online-master-business-administration/executive-communication-concentration-omba/>)
 - Global Trade and Supply Chain Management Concentration (OMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/online-master-business-administration/global-trade-supply-chain-management-concentration-omba/>)
 - Marketing Concentration (OMBA) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/online-master-business-administration/marketing-concentration-omba/>)
 - Online Master of Business Administration Certificates (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/online-master-business-administration/online-master-business-administration-certificates/>)
 - Joint Master of Business Administration/Master of Divinity (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-master-business-administration-master-divinity/>)
 - Joint Master of Business Administration/Master of Engineering (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-master-business-administration-master-engineering/>)
 - Joint Master of Business Administration/Master of Science in Information Systems (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-master-business-administration-master-science-information-systems/>)
 - Business Analytics Concentration (MBA/MSIS) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-master-business-administration-master-science-information-systems/business-analytics-concentration-mbamsis/>)
 - Cyber Security Concentration (MBA/MSIS) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-master-business-administration-master-science-information-systems/cyber-security-concentration-mbamsis/>)
 - Entrepreneurship and Corporate Innovation Concentration (MBA/MSIS) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-master-business-administration-master-science-information-systems/entrepreneurship-corporate-innovation-concentration-mbamsis/>)
 - Joint Master of Business Administration/Master of Science in Business Analytics (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-master-business-administration-master-science-business-analytics/>)
 - Joint Juris Doctor/Master of Business Administration (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-juris-doctor-master-business-administration/>)
 - Joint Juris Doctor/Master of Business Administration-Healthcare Administration (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-juris-doctor-master-business-administration-health-care-admin/>)
 - Joint Master of Business Administration/Master of Social Work (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-master-business-administration-master-social-work/>)
 - Master of Accountancy, M.Acc. (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/master-accountancy/>)
 - Joint Bachelor of Business Administration/Master of Accountancy (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-bachelor-business-administration-master-accountancy/>)
 - Master of Taxation, M.Tax. (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/master-taxation/>)
 - Joint Bachelor of Business Administration/Master of Taxation (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-bachelor-business-administration-master-taxation/>)
 - Accounting Data and Analytics Certificate (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/accounting-data-analytics-certificate/>)
 - Joint Juris Doctor/Master of Taxation (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/joint-juris-doctor-master-taxation/>)
 - Economics (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/economics/>)
 - Economics, M.S. (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/economics/economics-ms/>)
 - Joint Bachelor of Business Administration/Master of Science in Economics (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/economics/joint-bachelor-business-administration-master-science-economics/>)

- Economics Minor (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/economics/economics-minor/>)
- Health Research and Policy, Ph.D. (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/economics/health-research-policy-phd/>)
- Entrepreneurship (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/entrepreneurship/>)
 - Entrepreneurship, Ph.D. (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/entrepreneurship/entrepreneurship-phd/>)
- Information Systems and Business Analytics (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/information-systems-business-analytics/>)
 - Information Systems, M.S. (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/information-systems-business-analytics/information-systems-msis/>)
 - Business Analytics Concentration (MSIS) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/information-systems-business-analytics/information-systems-msis/business-analytics-concentration-msis/>)
 - Cyber Security Concentration (MSIS) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/information-systems-business-analytics/information-systems-msis/cyber-security-concentration-msis/>)
 - Entrepreneurship Concentration (MSIS) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/information-systems-business-analytics/information-systems-msis/entrepreneurship-concentration-msis/>)
- Business Analytics, M.S. (Residential) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/information-systems-business-analytics/business-analytics-ms-residential/>)
- Business Analytics, M.S. (Online) (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/information-systems-business-analytics/business-analytics-ms-online/>)
- Information Systems, Ph.D. (<https://catalog.baylor.edu/graduate-school/curriculum-departments-institutes-instruction/hankamer-school-business/information-systems-business-analytics/information-systems-phd/>)

Accounting (ACC)

ACC 5121 Accounting Planning (1)

Pre-requisite(s): Admission to MBA program

Technical accounting concepts that students must master in order to plan an operation effectively. These topics, typically identified as managerial accounting, include traditional cost allocation procedures, cost behavior and cost estimation, contribution margin income statements, and budgets. The general approach will be the use of accounting information rather than its accumulation and distribution.

ACC 5122 Accounting Implementation (1)

Pre-requisite(s): ACC 5121

Operating issues as operations are begun. Topics include controlling day-to-day operations and responsibility accounting, and short-term operating decisions. Additional topics include accounting for cash, accounts receivable, inventories, plant and equipment, current and long-term liabilities, installment notes payable, and bonds. Using the information provided by the accounting system and establishing appropriate operating procedures will be emphasized.

ACC 5123 Accounting in a Changing Environment (1)

Pre-requisite(s): ACC 5122

Skills used in evaluating and adapting to change. Topics include the income statement, the balance sheet, the cash flow statement, analysis of financial statements, transfer pricing, and international operations. Emphasis will be upon providing non-accounting professionals with the accounting knowledge they need to be successful in today's rapidly changing environment.

ACC 5300 Accounting Tools for Management Decision Making (3)

Pre-requisite(s): Admission to graduate business program

This course covers a range of financial accounting and managerial accounting topics designed to provide managers with the accounting information needed for effective decision-making. Topics include cost behavior, break-even analysis, budgeting, standard costs, relevant costs, equity and dividend policy, statement of cash flows, investments, and other timely accounting topics.

ACC 5301 Business Foundations - Accounting (3)

This course is required for MBA and MSIS students who do not have an undergraduate degree in business from an AACSB-accredited institution. The course will provide students with a foundation in accounting which is expected of all business graduate students.

ACC 5305 Financial Accounting (3)

Pre-requisite(s): Admission to the Executive MBA program

This course exposes students to accounting from the perspective of managers, investors, and creditors. Reading and interpreting financial statements is a primary focus. Course topics include the limitations of financial statements, use of financial statements in the determination of company value, and internal controls.

ACC 5308 Management Accounting Seminar (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

Role of accounting analysis in managerial planning and control, with an emphasis on facilitating the development and implementation of business strategies.

ACC 5311 Energy Accounting and Law (3)

This course provides an overview of the oil and gas industry with respect to the accounting, tax, and legal functions of an organization. This includes the introduction of general terminology, history, and technical advances in the oil and gas industry as well as detailed analyses of industry-specific accounting methods and cost recovery systems as well as financing and organizational structure trends in the industry.

ACC 5312 Data and Analytics in Accounting (3)

Students apply data and analytics skills to audit, tax, operations management, and other accounting issues, focusing on data visualizations and applied statistics. Students examine current developments in technology and analytics and relate them to the accounting profession.

ACC 5317 Information Systems Auditing (3)

Pre-requisite(s): Admission to MAcc, MTax, or MSIS program; or consent of instructor

An examination of theories and practices of information systems auditing. Practical exposure to information systems audit tools and risk assessment will be emphasized.

ACC 5320 Managerial Accounting (3)

Pre-requisite(s): Admission to the Executive MBA program

Students examine accounting's role in the information flow of an organization while focusing on measurement of decision-making and performance. Topics include budgeting, variance analysis, direct costing, profit centers, investment centers, transfer pricing, and ethics. Participants learn to effectively use accounting information in their decision-making process.

ACC 5325 Governmental and Nonprofit Accounting (3)

Pre-requisite(s): Admission to MAcc or MTax program or permission of instructor

Examination of accounting, financial reporting, and budgeting for state and local governments, the Federal, and not-for-profit entities.

ACC 5330 Seminar in Auditing and Assurance Services (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

A study of auditing and assurance services theories and methodologies through use of case studies, video simulations and reading of current literature. Topical coverage includes emerging issues in auditing, attestation, and assurance services.

ACC 5331 Fraud Examination (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

An in-depth study of the nature of financial fraud, its legal elements and criminology, and the methods used to prevent and detect it. Included is exposure to the process by which financial fraud, including computer fraud, is investigated. Litigation techniques, including the giving of expert testimony, are studied. Fraud prevention techniques for business entities are also covered.

ACC 5335 Business and Professional Ethics for Accountants (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

Examination of moral and ethical issues within the accounting profession and the broader business environment. Includes a broad study of ethical behavior and decision making and an examination of various professional codes of conduct within the accounting profession. Central to this examination will be the discussion of integrity, independence, and objectivity, as well as accountants' legal liability.

ACC 5340 Tax Considerations in Business Decisions (3)

Pre-requisite(s): Admission to MAcc program; or consent of instructor
Tax principles, rules, and alternatives: emphasis on effect on business decisions. Includes income and deductions, employee incentives and fringe benefits, cost recovery, tax-free exchanges, gains and losses, form of business organization (proprietorships, partnerships, or corporations), estate and gift taxes, international taxation.

ACC 5350 Advanced Auditing Analytics (3)

Pre-requisite(s): ACC 5330

Auditing theory and analytical techniques through the use of cases, problems, and current literature. Specific topics include changing standards, data and analytics, exploration of analytical methodologies, and current issues in auditing.

ACC 5355 Cases in Accounting (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

Case-study applications of accounting theory to actual business situations. Emphasis is on an in-depth understanding of elements of financial statements, problem recognition and problem solving as well as the impact of various business situations upon financial reporting practices.

ACC 5361 Corporate Taxation (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

Federal income taxation of corporations and their shareholders: problems of organizing and capitalizing a corporation, determinants of the corporate income tax base, non-liquidating and liquidating distributions, reorganizations, and penalty taxes.

ACC 5362 Partnership and S Corporation Taxation (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

Major aspects of taxation affecting flow-through entities and their owners. Emphasis on tax law by studying the Internal Revenue Code, Treasury Regulations, IRS Rulings, and case law. Tax planning and preparation of entity tax returns.

ACC 5364 International Taxation (3)

Pre-requisite(s): Admission to MAcc or MTax program or consent of instructor

Introduction to jurisdictional tax issues and laws surrounding foreign taxation of United States taxpayers and United States taxation of foreigners doing business in the United States.

ACC 5365 Advanced Individual Taxation (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

In-depth coverage of selected areas of taxation relevant to individuals including the alternative minimum tax system; limitations on losses and deductions; acquisitions; uses and dispositions of interests in property; depreciation methods; characterization and reporting of gains and losses; deferral techniques; and other current topics.

ACC 5370 Tax Research (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

In-depth treatment of the process necessary to research a tax problem efficiently, to arrive at a defensible solution, and to communicate that solution effectively. Students will also learn the process necessary to research a tax problem efficiently, to arrive at a defensible solution, and to communicate that solution effectively.

ACC 5378 Seminar in International Accounting (3)

Pre-requisite(s): Graduate standing

Official and unofficial generally accepted accounting principles (GAAP) used in other major countries. International accounting standards, which are used by many countries that do not have well-developed national GAAP, will also be studied. The course is designed to facilitate the understanding and financial analyses of international corporations.

ACC 5380 Advanced Financial Accounting Topics (3)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

Business combinations and consolidated financial statements, accounting for partnerships, governmental and not-for-profit accounting, and other topics of contemporary interest.

ACC 5385 Financial Statement Analysis (3)

Pre-requisite(s): Admission to MAcc or MTax program or permission from Department Chair of Accounting or Director of Accounting Graduate Programs

An analysis of financial statements in order to examine cash flows, make judgments about earnings quality and uncover hidden assets and liabilities as part of the strategic analysis of firms. Financial statement analysis is used prospectively to forecast and value firms using cash flow based and accounting based methods. Tools are applied specifically to the valuation of equities.

ACC 5390 Accounting Research and Pedagogy (3)

Seminar to introduce graduate students to the application of advanced research skills to a variety of current accounting issues and to the exploration of curricular issues, including course development and content, across a variety of technical topics relevant to the professional accountant.

ACC 5395 Internship in Accounting (3)

Pre-requisite(s): Admission to MAcc or MTax program and Consent of Director of Accounting Internships

Directed real-world learning experience under the supervision of a practicing accountant. The internship assignment must be approved by the Director of Accounting prior to enrollment.

ACC 5420 Managerial Accounting (4)

Students examine the role of accounting in the information flow of an organization while focusing on measurement of decision-making and performance. Topics include budgeting, cost-volume-profit analysis, activity costing, planning, forecasting, performance evaluation, and ethics. Participants learn to use accounting information effectively in their decision-making process.

ACC 5V98 Special Studies in Accounting (1-6)

Pre-requisite(s): Admission to MAcc or MTax program; or consent of instructor

Individualized research in accounting. Students' proposals for special study project must be approved by the supervising faculty member. Offered on demand and by consent of the adviser for one to six semester hours.

Business (BUS)**BUS 5050 Graduate Business Colloquium (0)**

Student's attendance at designated Hankamer School of Business sponsored speaker events is required to earn credit for this course. Events will be identified at the beginning of each semester.

BUS 5101 Focus Firm I (1)

Pre-requisite(s): Admission to MBA program

An experiential learning course that provides students with opportunities to apply MBA classroom concepts to solving real-world business issues. Student teams work with a focus firm advisor to define a specific organizational issue, collect and analyze market research data, conduct a strategic analysis, and present alternative solutions to a client

BUS 5102 Focus Firm II (1)

Pre-requisite(s): Admission to MBA Program and BUS 5101

An experiential learning course that provides students with opportunities to apply MBA classroom concepts to solving real-world business issues. Under the guidance of a Focus Firm Advisor, students assume leadership roles in team-based projects to address a specific organizational issue and to oversee the team's problem analysis, definition of alternate solutions, and delivery of recommendations to the client.

BUS 5111 Professional Career Development for First Semester Graduate Students (1)

A one-hour, beginning, graduate career development course designed to enhance personal marketability by providing self-assessments, career passion discovery, career exploration and development experiences, and career resources to help prioritize and focus the student's specific internship and job search.

BUS 5112 Professional Career Development for Second Semester Graduate Students (1)

Pre-requisite(s): BUS 5111

A one-hour graduate career development course designed to introduce personal accountability, networking skills, company/position analysis, job search strategy, interviewing skills, and negotiations to maximize the student's career development and personal marketability.

BUS 5199 Non-Thesis Degree Completion (1)

To fulfill requirements for non-thesis master's students who need to complete final degree requirements other than coursework during their last semester. This may include such things as a comprehensive examination, oral examination, or foreign language requirement. Students are required to be registered during the semester they graduate.

BUS 5201 In-Residence: Leading in the 21st Century (2)

Pre-requisite(s): Acceptance into the executive MBA program

This course introduces the major dimensions associated with high-performing organizations. The complexities of business, competition, and leadership are explored. Teamwork and critical thinking skills are refined as participants explore global business and leadership challenges in the 21st century.

BUS 5302 In Residence: Government, Business, and Societal Impact (3)

Pre-requisite(s): Policy Process Admission to the Executive MBA program

Course exposes students to issues related to business, public policy, societal impact, and their intersections. Audiences with govt. officials and corporate leaders provide the participant with a global perspective on how these issues influence business strategy and leadership decision-making. Participants build skills in critical thinking and influence as they understand how organizations and industries are impacted by policy and role advocacy.

BUS 5315 Graduate Business Case Competition (3)

Pre-requisite(s): Consent of Instructor

Provides in-depth application of case study techniques in a variety of business contexts. Experiential learning through case analysis projects and competing in national case competitions.

BUS 5330 Global Business Seminar (3)

Study of strategic practices of businesses operating globally. Emphasis on the evolution of market trends and its impact on decision-making of business and global strategic activities. Development of cultural intelligence and increased global awareness. Applied learning of multiple global business perspectives.

BUS 5340 Studies in the Caribbean Region (3)

Pre-requisite(s): Graduate standing

This course is conducted in the Dominican Republic as part of the Baylor in the Dominican Republic program, which allows graduate students to experience life in the Caribbean region first-hand. Students will study the social, cultural, historical, economic, and political issues that impact businesses in the Dominican Republic and the general environment in which they operate. Students will visit a variety of enterprises and consider the dynamics of participation in the economy and society of a Caribbean nation.

BUS 5350 Project Management (3)

Pre-requisite(s): Graduate standing

This graduate course in project management is designed to enhance the work of business professionals and persons involved in construction, environmental remediation, software development, grant writing, new product development, engineering, and design. Project management planning, network building, project control, reporting, and closing will be studied, including critical path and critical chain methodologies. Students will develop expertise in using Microsoft Project and critical chain computer software. This course introduces the tools and techniques necessary for successful and timely completion of projects in a single project environment. While briefly addressed, multi-project environments will not be covered in detail in this course.

BUS 5354 Business Research in Latin America (3)

See ENT 5354 for course description.

BUS 5390 Management Communication (3)

Examines principles and strategies of effective management communication in the areas of audience analysis, ethics, cross-culture, crisis, interpersonal communication, and team dynamics. Provides techniques, skills, and strategies for overcoming communication barriers and for designing and delivering executive presentations. Provides instruction in preparing effective professional reports including research, drafting, revision, format, and documentation. Examines corporate and leadership communication topics including corporate responsibility, integrity and image, communicating with the media, change, principle-centered leadership, and web-based communication, with ample opportunities for application and feedback.

BUS 5395 The Focus Firm (3)

Pre-requisite(s): Admission to MBA program

This course integrates the content of previous courses through an in-depth analysis of the semester's Focus Firm company with attention to day-to-day operations as well as strategic issues. The course emphasizes the practical application of theoretical knowledge in an actual company facing current, challenging problems. Students will experience a team-centered approach to learning and selling their ideas. Participants will be involved in analyzing the Focus Firm company issues, presenting their solutions to faculty and company executives of the Focus Firm. Students will receive feedback from the company executives as well as faculty on their work.

BUS 5401 Business Frameworks (4)

Pre-requisite(s): Graduate business student

The common body of knowledge in business administration comprising the following areas: a background of the concepts, processes, and institutions in the financing of the business enterprise or other forms of organization; and a basic understanding of the concepts and applications of accounting, quantitative methods, and excel software.

BUS 5421 Ethical Leadership (4)

This course explores the causes of unethical behavior and expands students' understandings of the ethical challenges and responsibilities in today's diverse, interconnected, and global society. Students will reflect upon and utilize their faith principles, values, and relevant research as they learn practical techniques for promoting ethical behavior.

BUS 5460 Communicating With Data (4)

Upon completion of this course, students will be able to apply a wide range of ideas, concepts, and multi-disciplinary theories to communicate the results of data more effectively to key constituents both within and external to their organizations.

BUS 5490 Strategic Communication (4)

Students cultivate principles, enhance skills, and develop winning strategies to communicate effectively in a business setting.

BUS 5602 Business Foundations II (6)

Pre-requisite(s): Graduate business student

The common body of knowledge in business administration comprising the following areas: a background of the concepts, processes and institutions in the financing of the business enterprise or other forms of organization; a background of the economic and legal environment as it pertains to profit and/or nonprofit organizations along with ethical considerations and social and political influences as they affect such organizations and basic understanding of the concepts and applications of accounting quantitative methods and statistics.

BUS 5V95 Internship in Business (1-6)

Pre-requisite(s): Minimum of twelve hours of graduate credit

Three to six months of work experience in a domestic or international company. The work experience should be integrated into students' overall graduate program in such a way as to provide meaningful application of previously studied course material. A written report of the work experience shall be submitted to the director of the internship.

BUS 5V98 Special Studies in Business (1-6)

Pre-requisite(s): Instructor and departmental approval required

Individualized research or project in business. Students' proposals for special study project must be approved by the supervising faculty member. Offered on demand with instructor and departmental approval required for one to six semester hours.

Business Law (BL)

BL 5104 Business Foundations - Business Law (1)

Co-requisite(s): FIN 5203

This course is required for MBA and MSIS students who do not have an undergraduate degree in business from an AACSB-accredited institution. The course will provide students with a foundation in business law which is expected of all business graduate students. This course will be required as a co-requisite for FIN 5203.

BL 5105 Employment Law (1)

Pre-requisite(s): Admission to Executive MBA program

The purpose of this course is to analyze the impact of employment-related statutes and court decisions on the business environment. The focus of the class will be on the impact of these laws for managers and those responsible for making employment-related decisions in the workplace. The laws will be examined from a societal (macro) perspective, as well as firm (micro) perspective. Students will participate in reviewing and drafting human-resource-related policies.

BL 5110 International Business Law (1)

Pre-requisite(s): Enrolled in the Executive MBA program

This course provides students with an introduction to the legal environment, issues, and controversies related to conducting business internationally; basic legal research; and logical legal reasoning.

BL 5171 Legal Aspects of Business (1)

Pre-requisite(s): Admission to Executive MBA program

This course provides a comprehensive overview of legal issues currently at the forefront of the increasingly complex body of laws challenging business managers. Students will be able to recognize legal issues and manage legal risks in business decision-making. The course will also acquaint students with the essential processes by which law is created and changed. Students will be challenged to increase their ethical sensitivity by exposing them to business-related legal problems that have ethical issues.

BL 5201 Business Law: Application and Strategy (2)

A study of the application of law to managerial decisions and the relationship between legal and business strategy. Provides students with sufficient understanding to identify and manage legal and ethical issues in global business transactions.

BL 5303 Seminar in Employment Law (3)

Pre-requisite(s): Graduate standing

A study of the legal and regulatory framework governing the employment relationship, with particular emphasis on a business manager's role in providing the informed leadership necessary to maintain a workplace free of discrimination. The course will include topics such as employment contracts, equal-opportunity law (discrimination, sexual harassment, affirmative action), wrongful discharge, and employee privacy.

BL 5304 Legal Aspects of Financial and Commercial Transactions (3)

Pre-requisite(s): Graduate standing

Legal issues encountered in conducting financial and commercial business transactions. Students gain knowledge to prepare them to participate in these transactions, particularly with regard to financial and accounting aspects of the transactions. The course includes a study of laws relating to business organizations, sales, secured transactions, documents of title, bankruptcy, securities regulations, and accountants' legal liability.

BL 5310 Cyberlaw (3)

Pre-requisite(s): Graduate standing

Current legal issues affecting businesses operating online. In an active learning environment, students examine e-commerce law, intellectual property, privacy, data security, cyber-contracts, international cyberlaw, and related ethical issues. How is the law responding to the digital age? How are legal risks increasing in significance for decision-makers? How does the law balance critical and often competing issues such as security and privacy?

BL 5320 International Business Law (3)

Pre-requisite(s): Graduate standing

Detailed review and discussion of laws related to conducting business internationally. Includes examination of Convention of International Sale of Goods and other laws related to contracts, barriers to entry into foreign markets and trade, determination of tariffs, import/export requirements, arbitration, licensing issues, and intellectual property concerns.

BL 5345 Global Trade Compliance Management (3)

Pre-requisite(s): BL 3305

Management of global trade compliance as a strategic business function of international firms and the regulatory requirements of firms participating in international trade. The course provides an overview of U.S. export and import regulatory agencies, current issues in trade compliance, the role of trade compliance in the operations and strategic management of international firms, and skills necessary for a career in global trade compliance.

BL 5445 Global Trade Compliance Strategy (4)

This course provides an in-depth framework for understanding the complexities of export and import regulatory requirements and their effect on firms conducting business in a global environment, and for treating the management of global trade compliance as a strategic organizational function.

BL 5V98 Special Studies in Business Law (1-6)

Pre-requisite(s): Graduate standing

Individualized research in business law. Students' proposal for special study project must be approved by the supervising faculty member. Offered on demand and by consent of the advisor for one to six semester hours. May be repeated under a different topic, but not to exceed six maximum degree hours.

Economics (ECO)**ECO 4312 Business Cycles and Forecasting (3)**

Pre-requisite(s): A minimum grade of C in ECO 1380 or a minimum grade of C in ECO 2306 and 2307; BBA students must be admitted to the Business School in order to take this course

Examines basic causes of fluctuation in business activity. Topics include an examination of exogenous and endogenous influences on Gross National Product and other measures of economic activity, and the relationship between cycles in Gross National Product and cycles in particular industries and companies. The course emphasizes methods and techniques currently in use by business forecasters.

ECO 4321 Energy Economics (3)

Cross-listed as AVS 4321

Analysis of energy markets, with a focus on static and dynamic efficiency. Oil, natural gas, coal, nuclear, and renewables (including wind, solar, hydro, geothermal, and biofuels). Regulation and deregulation in electricity and natural gas markets. Energy derivatives. Policy issues related to market externalities, including pollution and climate change.

ECO 4323 The Environment and Economic Analysis (3)

Cross-listed as AVS 4323, ENV 4323

See ENV 4323 for course information.

ECO 4345 Mathematical Analysis in Economics (3)

Pre-requisite(s): A minimum grade of C in ECO 3306

Designed to acquaint the student with rudimentary mathematical techniques and their application to economic analysis.

ECO 5001 Research Seminar (0)

Pre-requisite(s): Graduate standing

Presentation and discussion of current research in economics. Course will be graded pass/fail.

ECO 5002 Research Seminar (0)

Pre-requisite(s): Graduate standing

Presentation and discussion of current research in economics. Course will be graded pass/fail.

ECO 5110 Key Global Economic and Strategic Issues (1)

Pre-requisite(s): Admission to Executive MBA program

This course will enable the participant to see how economic analysis is applied to key global issues that affect management decisions at home and abroad. Questions related to globalization and interdependence among nations will be addressed.

ECO 5115 Pricing and Economic Analysis (1)

Pre-requisite(s): Admission to MBA program

Use of economic analysis by managers to help firms acquire and sustain competitive advantage.

ECO 5116 Economics of Strategic Interaction (1)

Pre-requisite(s): ECO 5115

Use of economic analysis to aid managers in obtaining favorable outcomes in situations involving strategic interaction between and within firms.

ECO 5117 Managerial Macroeconomics (1)

Pre-requisite(s): ECO 5116

Use of macroeconomic analysis by managers in tactical and strategic planning with reference to long-term macroeconomic trends and short-term business cycle fluctuations; sources of disaggregated data; forecasting.

ECO 5199 Non-Thesis Degree Completion (1)

To fulfill requirements for non-thesis master's students who need to complete final degree requirements other than coursework during their last semester. This may include such things as a comprehensive examination, oral examination, or foreign language requirement. Students are required to be registered during the semester they graduate.

ECO 5305 Business Foundations - Economics (3)

This course is required for MBA and MSIS students who do not have an undergraduate degree in business from an AACSB-accredited institution. It provides students with a foundation in economics which is expected of all business graduate students, and helps them to understand the market environment in which businesses operate.

ECO 5310 Macroeconomic Analysis in the Global Economy (3)

Pre-requisite(s): A minimum grade of C in ECO 5315

This course analyzes national and global economic issues from a macroeconomic perspective. Topics include economic aggregates, interest rates, the balance of payments and exchange rates, aggregate production, economic growth, unemployment, consumption, investment, macroeconomic dynamics, monetary policy, and fiscal policy.

ECO 5314 Seminar in Behavioral and Experimental Economics (3)

Application of the scientific method to economics using laboratory experimentation to test economic theories about individual and group behavior. Exploration of behavioral concepts to expand economic modeling beyond pure rational choice models.

ECO 5315 Microeconomic Theory and Business Decisions (3)

Pre-requisite(s): Six semester hours of economics

A seminar designed to cover aspects of micro theory that are relevant for decision making within the firm. Emphasis is placed on the decision-making process. Numerous problems, cases, and examples are used to illustrate the theory.

ECO 5317 Contemporary Government and Business Relations (3)

Pre-requisite(s): Six semester hours of economics

An examination of the many ways in which government and business interact. Topics covered include the historical development of government regulations of business; the current state of antitrust enforcement; issues involving multinational corporations; the basis for regulated markets and forces favoring deregulation; the impact of consumer protection policies and affirmative action policies on business; and the outlook for government and business relations in the future.

ECO 5318 Game Theory (3)

Pre-requisite(s): Admission to graduate program in Economics or consent of instructor

This course provides a technical treatment of the theory of games and strategic behavior with an emphasis on applications in economics and business. This framework helps us to understand the nature of competition and cooperation. We also study contractual arrangements that affect incentives under different information constraints.

ECO 5320 The Economics of Government (3)

Pre-requisite(s): Six semester hours of economics

Economic rationale and effect of various taxes, user pricing, and the role of government in the allocation of resources, stabilization of the economy, and redistribution of wealth.

ECO 5321 Energy Economics (3)

Cross-listed as ENV 5321

Pre-requisite(s): Six semester hours of economics

Origins of the energy crisis, the effect of oil prices on inflation and the international monetary system, the origins and nature of OPEC, the economic feasibility of alternative energy sources, U.S. energy policy alternatives, and other current issues in the field of Energy Economics. A portion of the course is devoted to examining the energy industry in Texas and the Southwest.

ECO 5325 Seminar in Regional Economics (3)Pre-requisite(s): Nine hours of economics or consent of instructor
Adaptation of economic theory for use in regional economic analysis. Selected problems: urban renewal, transportation, plant location, individual location decisions, land use, regional economic growth, and structure.**ECO 5327 E-Commerce Economics (3)**

Pre-requisite(s): Six hours of economics or consent of instructor

This course applies tools of economic analysis to evaluate the evolving role of electronic commerce in the United States and world economies. The course addresses theories of firm conduct and performance in the electronic marketplace; the role of information and e-commerce intermediaries; the economics of Internet advertising; intellectual property rights of digital products; national and international public-policy issues of e-commerce; the financial and monetary implications of electronic trading; and the broader implications of e-commerce for U.S. and world economic activity.

ECO 5330 Problem Areas in International Economics (3)

Pre-requisite(s): ECO 3306, ECO 5415, or the equivalent, or consent of department chair

World economy with particular emphasis upon emerging problems relating to the international monetary system, the trend toward economic regionalism, the growth of the less developed countries, and economic relations between private enterprise economies and state trading enterprises. Basic theories of international economics are developed as a framework for analysis of policy issues.

ECO 5333 Foreign Exchange Markets and International Monetary Institutions (3)

Cross-listed as FIN 5333

Foreign exchange markets, emphasizing theoretical and empirical issues and their relation to the business environments. Topics include exchange rate regimes, efficiency, forecast measurement and management of foreign exchange risk forward and futures markets, options, swaps, and multi-currency bonds.

ECO 5334 Economic Development (3)

Pre-requisite(s): Six semester hours of economics

Major issues involved in the process of development such as mass poverty, population growth, agricultural transformation, and trade.

ECO 5338 Seminar in World Economic Systems (3)

Pre-requisite(s): ECO 2305, 2306, 3305, or equivalent course work

Economic institutions in a number of capitalist and socialist nations, and their relative success or failure presented in the context of country studies. Topics include the problems involved in making international statistical comparisons, the importance of the rise in the U.S. service sector, the operation of private and nationalized industries in Western Europe, lifetime employment in Japan, central planning in the Soviet Union, socialist economic reforms, international trade among and between Western and Eastern nations, and the convergence hypothesis.

ECO 5340 Economic Tools for Management Decision Making (3)

Pre-requisite(s): Admission to graduate business program
 Upon completion of this course, students will be able to apply a wide range of ideas, concepts, and results from the economics discipline to be more effective managers. Topics may include incentives, market structures and pricing, price discrimination, game theory, macroeconomic theory, analysis and application, and exchange rates and international trade.

ECO 5343 History of Economic Thought (3)

Pre-requisite(s): Nine semester hours of economics or consent of instructor

Historical and analytical study of economic thought, beginning with Mercantilism and including the following schools of thought: Physiocratic, Classical, Marxian, Austrian, Neoclassical, Institutional, Keynesian, and Post-Keynesian.

ECO 5347 Econometric Theory and Methods (3)

Pre-requisite(s): Graduate standing

Empirical estimation of economic relationships; behavioral (consumers), technical (firms), and institutional. It teaches proper use of linear estimation techniques along with problem identification and solution.

ECO 5349 Causal Inference and Research Design (3)

Pre-requisite(s): Minimum grade of C in ECO 4347 or department approval

Introduction to modern tools for determining the existence of causal relationships among variables. Emphasizes both the design of the research process and the use of advanced econometric techniques.

ECO 5350 Health Economics (3)

Cross-listed as HPA 5350

Pre-requisite(s): ECO 5115 or 5315; or consent of instructor

Application of economic principles to health care issues; examining economic efficiency in a variety of circumstances including the production and distribution of health services, health insurance, governmental programs, health care personnel and hospitals. Analysis of public in health and medical care from an economic perspective.

ECO 5351 Data Science I (3)

Pre-requisite(s): A minimum grade of B in ECO 4347 or the equivalent, or approval of the department

Best practices in data collection, cleaning, manipulation, and data and code management. Methods and principles of data exploration and visualization. Unsupervised statistical learning techniques, supervised statistical learning techniques, and false discovery principles.

ECO 5352 Data Science II (3)

Pre-requisite(s): A minimum grade of B in ECO 4347 and ECO 5351

Assessing model accuracy, resampling methods, model selection, regularization, and dimension reduction. Machine learning techniques and their applications in economic research.

ECO 5360 Seminar in Corporate Finance (3)

Cross-listed as FIN 5360

See FIN 5360 for course information.

ECO 5362 Seminar in Corporate Short-term Financial Management (3)

Cross-listed as FIN 5362

See FIN 5362 for course information.

ECO 5365 Investment Management (3)

Cross-listed as FIN 5365

See FIN 5365 for course information.

ECO 5368 Seminar in Financial Markets (3)

Cross-listed as FIN 5368

See FIN 5368 for course information.

ECO 5370 Management of Financial Institutions (3)

Cross-listed as FIN 5370

See FIN 5370 for course information.

ECO 5415 Economics for Managers (4)

This course helps students understand and apply a wide range of economics-related theories, concepts, and facts to managerial decision-making. Four areas of economics are considered: (i) managerial economics, with a focus on how to determine what prices a firm should charge for its products; (ii) game theory, with a focus on how issues of strategic interaction arise in business settings and what kinds of decisions in various circumstances are likely to lead to the most favorable outcomes; (iii) macroeconomics, with a focus on applying theories and information about the national economic environment in which firms operate to enhance managerial effectiveness; and (iv) international economics.

ECO 5V98 Special Studies in Economics (1-6)

Pre-requisite(s): Nine semester hours of economics and consent of instructor

This course may be taken for one to six semester hours of credit.

ECO 5V99 Thesis (1-6)

hrs.

Entrepreneurship (ENT)

ENT 5322 Accelerated Ventures Leadership (3)

Successful entrepreneurs must effectively manage scarce resources in an increasingly complex and global world. This course provides students with a wide range of financial skills to manage their resources more effectively. Specific issues critical to emerging businesses such as financial forecasting, effective financial management, sources of financing, bootstrapping, and exit planning are examined.

ENT 5329 Entrepreneurial Finance (3)

Successful entrepreneurs must effectively manage scarce resources in an increasingly complex and global world. This course provides students with a wide range of financial skills to manage their resources effectively. Specific issues critical to emerging businesses such as ratio and free cash flow analysis, firm valuation, financial modeling, and sources of financing are examined.

ENT 5341 Technology Entrepreneurship (3)

Technology Entrepreneurship examines the entire technology commercialization process, from concept to market. It is intended to prepare students in business, engineering, and the sciences to understand and participate effectively in the processes required for successful introduction of new technology products in the marketplace.

ENT 5342 Corporate Entrepreneurship: Initiating and Sustaining Innovation (3)

Pre-requisite(s): This course is open to all Juniors/Seniors/Grads, all majors Exploration of the nature of innovation – its drivers, patterns, and impacts on society and organizations of all sizes and missions Use of tools and processes in a larger organizational context where selecting the best innovation target is critical.

ENT 5354 Business Research in Latin America (3)

Pre-requisite(s): Instructor approval

Offered only as part of the Baylor in the Caribbean study abroad program, this course involves the development and exploration of business-related research questions as they apply to Latin America. Students combine insights gained from in-country experiences with research from secondary sources for their proposed projects.

ENT 5363 Seminar in Mergers and Acquisitions (3)

Cross-listed as FIN 5363

See FIN 5363 for course information.

ENT 5V98 Special Studies in Entrepreneurship (1-6)

Pre-requisite(s): Consent of instructor

Student may register for a maximum credit of six semester hours.

ENT 6310 Seminar in Strategic Management (3)

This course involves a critical review of theory and research in the field of strategic management. The scope of the course is comprehensive, encompassing the following domains: strategic content, strategic processes, top executives, and corporate governance. Particular emphasis is placed on empirical study of strategic issues.

ENT 6320 Seminar in Entrepreneurship (3)

This course offers a systematic overview of the research literature on entrepreneurship and its applications. The course takes an interdisciplinary approach, building on economics, management, sociology, psychology, history, and other academic disciplines.

ENT 6330 Theoretical Perspectives in Strategy and Entrepreneurship (3)

This course exposes doctoral candidates to advanced theoretical perspectives, models, approaches, and critiques in the fields of business strategy and entrepreneurship. The course takes an interdisciplinary perspective, building on core insights from economics, sociology, psychology, political science, and other fields to develop an integrated framework for analyzing advanced topics in entrepreneurship, innovation, management, and organization.

ENT 6340 Seminar in Research Methods (3)

This seminar prepares doctoral candidates to conduct research in the organizational and behavioral sciences. Special attention is paid to the topics of construct development and validation and the identification of the necessary conditions for establishing causal relationships. The major focus of the seminar is on methodological issues, as opposed to analytical issues.

ENT 6350 Seminar in Organization Theory (3)

This interdisciplinary seminar introduces the major theoretical approaches and debates in organizational theory, drawing primarily on sociology and secondarily on economics and psychology, to explain how organizations form, survive and grow, interact, manage resources, and deal with internal and external issues.

ENT 6V00 Dissertation Proposal and Prospectus (1-3)

Pre-requisite(s): Departmental approval required

Research for doctoral students studying for preliminary examinations, preparing their topic proposals or writing their prospectuses in anticipation of candidacy. The course may be repeated. The course provides students full-time status.

ENT 6V98 Entrepreneurship Research Practicum (1-6)

Pre-requisite(s): Entrepreneurship PhD students only

Research course for PhD students in Entrepreneurship. This course is only for doctoral students who have not yet been admitted to candidacy. Students are required to coordinate with their PhD advisors and participate in activities such as literature reviews, paper writing, data collection, oral presentations, seminar participation, and professional activities.

ENT 6V99 Dissertation (1-9)

Pre-requisite(s): Departmental Approval required

Supervised research for the doctoral dissertation. A total of at least nine semester hours is required for the completion of the dissertation. Students register for dissertation hours during dissertation research and receive credit for them when the dissertation is approved.

Finance (FIN)

FIN 5161 Corporate Finance-Planning (1)

Pre-requisite(s): Admission to MBA program

An introductory financial perspective to (1) why a publicly-traded firm exists and (2) what is the optimal approach for managing a publicly-traded firm. Comparisons are made between how privately-held firms and public sector institutions are managed.

FIN 5162 Corporate Finance-Implementation (1)

Pre-requisite(s): FIN 5161

This one-hour module builds on the principles of optimal project selection introduced in FIN 5161. Usage of the Capital Asset Pricing Model for determining project rates is demonstrated. Both internal financing decisions (dividend decisions) and external financing decisions (debt vs. equity) are introduced.

FIN 5163 Financial Control (1)

Pre-requisite(s): FIN 5162

The concluding module on strategic Corporate Financial Management, exploring optimal strategies for financing the firm's projects. The theoretical linkage between the modern option pricing model, efficient capital markets, agency theory, and the theory of the firm is developed.

FIN 5186 Practicum in Small-Cap Investing II (1)

Pre-requisite(s): Minimum grade of B- in FIN 5285

This course gives students valuable hands-on experience researching, analyzing, and managing a portfolio of small-cap stocks. The level of security research and valuation analysis mirrors that experienced working in industry. Students are required to produce stock research reports and present their recommendations to the other analysts managing the investment fund.

FIN 5203 Business Foundations - Finance (2)

Co-requisite(s): BL 5104

This course is required for MBA and MSIS students who do not have an undergraduate degree in business from an AACSB-accredited institution. It provides students with a foundation in finance which is expected of all business graduate students.

FIN 5220 Private Equity Investing (2)

Pre-requisite(s): Admission to the Executive MBA program

The central focus of the course is to gain an understanding of the financing of entrepreneurial ventures, including ways investors identify and commit the necessary resources to create and finance ventures. To accomplish these objectives the course addresses specific skills, concepts, and know-how relevant for attracting private equity financing to an entrepreneurial venture.

FIN 5260 Financial Decision Making (2)

Pre-requisite(s): Admission to the Executive MBA program

A study of how firms create value for stockholders through long-term financial decisions, principally asset acquisition/divestiture decisions and debt/equity funding decisions. Specific topics include economic profit and cash flow, the time value of money, risk and return, options, agency, efficient markets, capital budgeting decision criteria, capital structure theory, and dividend policy theory.

FIN 5263 Managing for Value Creation (2)

Pre-requisite(s): Admission to Executive MBA program

In this course we construct simulation models for use in evaluating uncertain project outcomes; utilize the method of comparables and discounted cash flow to estimate the intrinsic worth of a firm; evaluate the real option components of risky investment projects; evaluate firm performance in terms of shareholder value created; analyze the shareholder wealth consequences of corporate restructuring activities including mergers, leveraged buyouts, leveraged recapitalizations and initial public offerings; and discuss the ethical implications of corporate restructuring activities.

FIN 5285 Practicum in Small-Cap Investing I (2)

Pre-requisite(s): A select number of students will be admitted into the class through an application process

FIN 5365 or equivalent coursework/experience is expected before applying. This course gives students valuable hands-on experience researching, analyzing, and managing a portfolio of small capitalization (small-cap) stocks by managing the fund. The level of security research and valuation analysis mirrors the experience working in the industry.

FIN 5329 Entrepreneurial Finance (3)

Examines the intriguing process of financing the pursuit of opportunity and growth without regard to assets controlled currently. The major focus is on start-up or acquisition and the initial stages of growth. There is an emphasis on high-growth firms, and the central objective is to gain an understanding of how entrepreneurs obtain and use financial resources. The course also examines how value is created.

FIN 5330 Seminar in Real Estate Valuation (3)

Valuation concepts and techniques necessary to appraise real estate. Topics include theoretical valuation models, regression-based models, the cost approach, market feasibility studies, and urban-growth models. Case studies require application of statistical techniques.

FIN 5331 Seminar in International Finance (3)

A study of international financial management. Principal topics include issues in international business and finance; basic concepts, types, and issues of international financial markets; the mechanics of foreign exchange (FX) dealings and the effect of exchange rate fluctuations on corporate operations; currency derivatives and the implementation of FX risk hedging techniques; and short- and long-term financing decisions and risk management. With a focus on the enhancement of analytical skills based on the tools and theory of international finance, this course will promote critical thinking skills of the student.

FIN 5332 Seminar in Employee Benefit Planning (3)

The rationale, design, implementation, and evaluation of employee benefit plans. Emphasis on employer-sponsored plans to provide benefits for death, medical and dental expenses, disability, and retirement; insurance and self-insurance funding arrangements; the taxation of employee benefits; legal requirements; integration with public programs and individually purchased insurance; labor union influences; and contemporary problems and issues. Consideration of new types of employee benefits, as well as such traditional benefits as paid vacations, sick leave, educational assistance, and other aspects of total compensation. Case studies are used to illustrate the process of balancing employer objectives, employee needs and desires and cost considerations.

FIN 5333 Foreign Exchange Markets and International Monetary Institutions (3)

Cross-listed as ECO 5333

See ECO 5333 for course information.

FIN 5335 Seminar in Integrated Business Risk Management (3)

A study of business risk management, recognizing the relationship between risk management and the overall goals of the firm, through an integrated approach that combines the concepts and tools from both the insurance and the financial risk management disciplines. Emphasis is placed on the identification, evaluation, and management of corporate risks, defined broadly to include both operating and financial risks. Specific topics include traditional hedging strategies as well as techniques such as leveraging, post-loss financing, contingent financing, and diversification.

FIN 5360 Seminar in Corporate Finance (3)

Cross-listed as ECO 5360

Pre-requisite(s): Admission to the MBA, MACC, or MTAX program, or consent of instructor

A study of how firms create value for stockholders through long-term financial decisions, principally asset acquisition/divestiture decisions and debt/equity funding decisions. Specific topics include economic profit and cash flow, the time value of money, risk and return, options, agency costs, efficient markets, capital budgeting decision criteria, capital structure theory, and dividend policy theory.

FIN 5362 Seminar in Corporate Short-term Financial Management (3)

Cross-listed as ECO 5362

This course covers the short-term financial management functions and responsibilities typical of a Corporate Treasurer. Areas covered include cash and liquidity positioning, credit extension and collections, payables management, bank relations, short-term investing and borrowing, and management of interest rate and foreign exchange risks, all with a focus on current business practices. Lectures and readings are reinforced with individual and group projects and cases. The class will also provide partial preparation for students wishing to take the Certified Treasury Professional (CTP) exam.

FIN 5363 Seminar in Mergers and Acquisitions (3)

Cross-listed as ENT 5363

The merger and acquisition phenomenon, both domestic and international. The course focuses on the economic rationale for a merger from the perspective of the various "stakeholders," particularly from the view of shareholders. Significant attention is given to valuing a merger prospect as well as to determining how the "deal" is structured financially. Lectures are supplemented with group projects and cases.

FIN 5365 Investment Management (3)

Cross-listed as ECO 5365

Theory and practice of portfolio investment with emphasis on stocks, bonds, and portfolio management. Major topics include portfolio theory, performance evaluation, market efficiency, equity and bond management strategies, the use of derivative securities in portfolio management, and mutual funds. Current readings and cases supplement the text.

FIN 5367 Seminar in Financial Planning (3)

Personal financial planning, incorporating material from investments, insurance, retirement benefits, taxation, and estate planning into a coordinated financial planning process. Case analysis is used to demonstrate the complexities involved in solving financial planning situations. Formulation of financial plans and counseling techniques are also examined.

FIN 5368 Seminar in Financial Markets (3)

Cross-listed as ECO 5368

U.S. money and capital markets, including international money markets, financial institutions, fixed-income analysis and management, bank funds management, options, futures, options on futures, investment banking, and mergers and acquisitions. Special emphasis is given to the management of interest rate risk in financial institutions.

FIN 5370 Management of Financial Institutions (3)

Cross-listed as ECO 5370

A study of the major issues involved in managing financial institutions. Principal topics include the role of financial institutions as intermediaries between providers and users of investment funds; financial performance of such institutions; loan management, commercial credit analysis, and loan pricing; liquidity and reserve management; investment management; capital structure, liability management, and the cost of funds; and asset/liability management. The regulatory environment for financial institutions is also examined. Lectures and readings are supplemented with group projects and presentations.

FIN 5380 Healthcare Finance (3)

Cross-listed as HPA 5380

See HPA 5380 for course information.

FIN 5381 Practicum in Portfolio Management (3)

Pre-requisite(s): FIN 5365 or equivalent, and consent of instructor

This practicum gives students valuable hands-on experience in securities research, valuation of risky assets, and asset allocation by managing the Philip M. Dorr and Alumni Endowed Investment Fund. Through readings and student-prepared research reports students develop skills in evaluating economic, industry, and firm data; integrating such data into securities analysis; and communicating their research results to others.

FIN 5460 Fundamentals of Applied Business Finance (4)

An introductory course in the theory and principles of finance, which include planning and controlling functions (time value of money, pro forma budgeting, ratio analysis), balance sheet management (working capital budgeting, debt & equity financing), and cost management (cost classification allocation, break even & variance analysis), among other topics. This is an applied course that focuses less on the theoretical (textbook) concepts and more on practical tools that will be useful in the student's professional endeavors.

FIN 5V97 Special Studies in Real Estate (1-6)

This course may be taken for one to six semester hours of credit.

FIN 5V98 Special Studies in Finance (1-6)

Pre-requisite(s): Consent of instructor

This course may be taken for one to six semester hours of credit.

FIN 5V99 Thesis (1-6)

Pre-requisite(s): Consent of instructor

Information Security (ISEC)**ISEC 5305 Seminar in Information Security Foundations (3)**

Pre-requisite(s): Graduate standing

Covers fundamental concepts in information security through providing students with a common body of knowledge in key information security knowledge domains. Coverage of these knowledge domains prepares entry-level professionals in both technical and non-technical disciplines with the key skills and concepts needed to contribute to the information security posture of their organization.

ISEC 5310 Cyber Security Human Factors: Ethics, Integrity, Practices, Policies, and Procedures (3)

Pre-requisite(s): Graduate standing

This course explores the areas of ethics and integrity to assure that the practices, policies, and procedures are in place in an organization to secure the firm's information.

ISEC 5320 Cyber Security Technology Factors (3)

Pre-requisite(s): ISEC 5305 or equivalent

This course provides a roadmap of the paths available to organizations for deploying various security devices and tools. The course goes beyond the narrow technical view and offers a full context for the deployment of security technologies. Six key areas of network security will be covered, with each section covering a tool that will play a part in a company's overall information assurance program.

ISEC 5330 Cybersecurity Policy and Planning (3)

Pre-requisite(s): Graduate standing

This course examines how the information security function is best managed from an organizational perspective. The class will cover a variety of topics to help students understand some of the best practices for how the security function should operate within the context of the overall organization.

ISEC 5340 Cyber Warfare, Threats, Vulnerabilities and Countermeasures (3)

Pre-requisite(s): Graduate standing

This course presents material relevant to understanding the various types of information security risks faced by organizations. Students are also exposed to concepts for developing a corporate security plan designed to mitigate these various information security risks and cyber-attacks.

ISEC 5405 Cyber Security Fundamentals (4)

Introduces students to the foundational aspects of cybersecurity, and how these aspects relate to the organizational and business environment. Students will be able to describe the major "domains" of cyber security and how these domains can be applied to the organization or workplace.

ISEC 5430 Enterprise Cyber Security Planning and Policy: A Strategic Approach (4)

This course examines how the enterprise cyber security function can be managed from a strategic perspective to ensure effective risk mitigation in an environment where the nature of cyber risks is continually evolving. The course focuses on the importance of treating cyber security as a strategic organizational function and provides students with tools, best practices, and security frameworks to help safeguard organizational information assets.

Management (MGT)**MGT 5131 Operations Strategy: Concepts and Fundamentals (1)**

This module introduces a framework for defining a company's operating system and evaluating its operations strategy, and provides an overview of key diagnostic and analytical tools for identifying, framing, and solving strategic operating issues.

MGT 5132 Operations Strategy: Structuring the Operating System (1)

This module covers key tools for resolving the challenges of operational networks, setting capacity levels and allocating capacity within the network, and establishing a strategy for operational improvement, and examines the key issues that a firm faces in establishing its operations strategy.

MGT 5133 Operations Strategy: Managing Operational Focus (1)

This module provides frameworks for decisions on how firms should approach the execution of fundamental changes in their operating systems and addresses how various processes and systems are designed and managed in a way that builds superior and rapidly improving performance. Particular attention is placed on ways to balance the competing objectives of operational focus and growth.

MGT 5136 Global Human Capital Leadership (1)

Pre-requisite(s): Admission to the Executive MBA program
Participants learn to manage people and lead organizations to gain competitive advantage through human capital. Objectives include understanding, analyzing, and implementing human resource management practices through collaboration across functional areas, and apply human resource principles to improve global organizational performance.

MGT 5184 Negotiations: Power and Influence (1)

Pre-requisite(s): Admission to Executive MBA program
This course focuses on the structure of the negotiation and brings in the impact of power, influence, and politics in organizations. Students will participate in class discussions, simulations, and role play, as well as being exposed to the latest research in the area of negotiation.

MGT 5186 Strategic Planning (1)

Pre-requisite(s): Admission to MBA program
Discovery of how businesses and corporations develop their strategic plan using a framework for how companies approach customers, competitors, and employees. Throughout this course, students will seek to identify issues and problems facing companies in the development of their plans in domestic and international arenas. In addition, the various components of a strategic plan will be studied by using examples of companies that succeeded or failed.

MGT 5187 Strategy Implementation (1)

Pre-requisite(s): MGT 5186
Insight into putting the strategic plan into action. Students will build upon the ideas discussed in MGT 5186 and will assess the effectiveness of the strategy implementation in companies recognized in domestic and international markets. In contrast, companies that have not implemented their strategies will also be assessed.

MGT 5188 Strategic Control (1)

Pre-requisite(s): MGT 5187
Development of an understanding pertaining to companies competence in maintaining high performance, and their adaptation to the dynamics of their industries.

MGT 5191 Leading Organizational Change for High Performance (1)

Pre-requisite(s): Admission to Executive MBA program
This course is intended to help managers and leaders better understand and diagnose behavior in organizations. They can apply this information in an ethical manner to influence positive organizational change.

MGT 5284 Negotiations: Maximizing Multi-Party Outcomes (2)

Pre-requisite(s): Admission to Executive MBA program
Enhances individual effectiveness in the workplace and marketplace through the development of negotiating skills and advanced understanding of negotiation when there are more than two parties. Emphasis is on practical application of theory through a variety of skill-building exercises. Topics include distributive and integrative bargaining tactics, leverage, framing, and cognitive biases, within a multi-party setting, and team negotiations.

MGT 5307 In Residence: Global Strategy: Building & Sustaining Competitive Advantage (3)

Co-requisite(s): MGT 5406
During this in-residence experience students engage with global organizations and leaders to expand their depth of knowledge related to all aspects of strategic management. Culture, leadership, operations, strategy, societal impact, and their intersections are explored as students build their critical-thinking skills and consider the challenges faced by executives of global enterprises.

MGT 5310 Management of Organizational Behavior (3)

Management of Organizational Behavior enhances students' knowledge regarding behavioral science concepts relevant to the study of organizational and managerial behavior. The design of the course is active learning through developing skills as a manager, role play, and an extensive hands-on organizational analysis project with local organizations. Topics examined include, but are not limited to, leadership, motivation, teams, talent development, individual differences, global issues, ethics, and organizational change. The framework used is one of organizational development as students are prepared to manage human capital effectively.

MGT 5311 Leading with Integrity (3)

Pre-requisite(s): Admissions to Executive MBA Program
This course is intended to help managers and leaders better understand the theories of leadership by utilizing leadership development tools, models of ethical decision making, and organizationally-relevant applied projects.

MGT 5320 Manufacturing and Service Operations (3)

Examines various tools, techniques, and concepts that are linked with successful operations practices in today's firms. Manufacturing resource planning, just-in-time concepts, and synchronous manufacturing philosophies for the firm are emphasized. In addition, the critical role of quality assurance for firms in both manufacturing and service industries is evaluated. Experiential and computer-based simulation exercises are employed to sharpen students' abilities to identify and solve problems. Sharpens students' abilities to identify and solve problems.

MGT 5325 Leadership in the Global Marketplace (3)

Examination of cultural differences, their impact on business practices, and how to successfully adapt global business practices to different cultures. Study of strategic global expansion and the key role of leadership in effective globalization. This course engages students with a trip to study business in a host country and engage in a business challenge.

MGT 5330 Management Decision Models (3)

Application of analytical models and computer simulation to managerial problems in various functional areas. Topics examined include mathematical programming, network analysis, decision theory, waiting line validation, and implementation of computer simulation models.

MGT 5331 Project Management (3)

Cross-listed as MIS 5331
This course covers issues important in effective project management. It considers project planning, budgeting, evaluation, and auditing. It also examines methods for monitoring projects, analyzing risk, and allocating resources. [This course also prepares students for the Certified Associate in Project Management and Project Management Professional certification exams.]

MGT 5332 Advanced Project Management: The Systematic Implementation of Complex Organizational Project (3)

Cross-listed as MIS 5332

Pre-requisite(s): MGT/MIS 4330 or MGT/MIS 5331 or 3 years of project management experience

Complex project management requires high-performance project managers capable of dealing with the chaos of today's organizational environment. This seminar focuses on the advanced project-management skills, systems thinking, and process modelling needed to implement complex organizational programs and manage projects for business process improvement.

MGT 5336 Seminar in Human Resource Management (3)

Cross-listed as SOC 6350

Subjects discussed are: changing equal employment opportunity laws and case rulings, recruitment, selection methods, total compensation systems, performance evaluation, and organizational justice. Emphasis throughout is on practical application of the theory for organizational effectiveness.

MGT 5337 Management of Employee Relations (3)

Analysis of union-management relations in both private and public sectors. Subjects include negotiation techniques and strategies, discipline and discharge, discrimination, sexual harassment, labor contract interpretation, EAP programs, safety, management rights, seniority systems, working conditions, and others. Role playing, negotiations simulation, and analysis of arbitration cases are used. Research paper required.

MGT 5340 Negotiation and Conflict Resolution (3)

Enhances individual effectiveness in the workplace and marketplace through the development of negotiating skills and advanced understanding of negotiation and persuasion. Emphasis is on practical application of theory through a variety of skill-building exercises. Topics include distributive and integrative bargaining tactics, team and multiparty negotiations, leverage, framing, and cognitive biases.

MGT 5350 Organizational Design and Development (3)

Fundamentals of designing/redesigning an organization. Major issues include: designing individual jobs and subunits, handling interdependencies among jobs and subunits through coordination and control techniques, dealing with resistance to change, and promoting flexibility. Creating/maintaining a high level of organizational effectiveness is the overarching theme. Students interested in general management, management consulting, and positions in organization development departments would benefit in particular from the course.

MGT 5355 Management Consulting (3)

This course is designed for individuals interested in business and management consulting. It uses live consulting projects with local businesses that require the application of skills taught in a master's program. It also emphasizes soft skills utilized in management consulting such as teamwork, customer relationship management, and change management. Other topics include resolving critical conflicts and utilizing strategic frameworks.

MGT 5385 Strategic Management and Business Policy (3)

A case problem and discussion seminar focused on developing and sustaining a competitive advantage in dynamic environments. The course examines how firms analyze external forces such as local and global trends, technological change, and competition as well as their own firm's position to compete effectively and create value for stakeholders. Both individual and group projects are emphasized.

MGT 5402 Negotiation (4)

This class enhances critical thinking skills, particularly in the context of group interactions and negotiation. It focuses on understanding the theory and practice of negotiation in a variety of settings. Students learn to develop skills experientially and analogically and to understand negotiation in useful analytical frameworks.

MGT 5406 Global Strategy: Building and Sustaining Competitive Advantage (4)

Co-requisite(s): MGT 5307

Global Strategy: Building and Sustaining Competitive Advantage provides the opportunity to extend the work completed in previous courses for the purpose of analyzing the problems and issues encountered by executives of the global enterprise.

MGT 5410 Managing For Higher Performance (4)

This course teaches students to connect organizational behavior theory with current management practice to implement improved management skills in current and future careers.

MGT 5420 Operations Management (4)

This course develops skills in describing and understanding operating processes and measuring and analyzing those processes, and the ability to develop and evaluate plans for positively changing those operating processes within the context of the entire organization and in harmony with the firm's strategic mission.

MGT 5445 Global Supply Chain Strategy (4)

Course provides students with key concepts and strategies for coordination of suppliers, factories, warehouses, distribution centers, and retail outlets to produce and distribute items to the right customers, at the right time, and at the right price to minimize costs while satisfying a certain target service level. Strategic management decisions include the linkages among demand planning, global sourcing, and distribution channel management.

MGT 5485 Strategic Management and Business Policy (4)

This course provides students with an opportunity to understand strategic management in organizations in a variety of industries by studying competition, resources, capabilities, innovation, alliances, mergers, acquisitions, and company structures.

MGT 5630 Integrative Executive Decision Making (6)

Pre-requisite(s): Acceptance into the executive MBA program

Integration of operational analysis with other functional areas. Computer models simulate the effects of various strategies on manufacturing plants, information flow environments, and distribution systems. The first half of the course focuses on individual skill development for use in the second half analyzing and solving core problems within the student's company.

MGT 5V98 Special Studies in Management (1-6)

This course may be taken for one to six semester hours of credit.

MGT 5V99 Thesis (1-6)

Pre-requisite(s): Consent of instructor

MGT 6310 Doctoral Seminar in Organizational Behavior (3)

Pre-requisite(s): Doctoral student standing

This course takes a holistic view to understand how the behaviors, attitudes, and emotions of individuals affect and are affected by the organizational context. Psychological theories of human behavior are reviewed in order to examine the mechanisms driving human behavior within organizational contexts at the individual, group, and organizational levels.

Management Information Systems (MIS)

MIS 5111 MSIS Career and Professional Development (1)

Pre-requisite(s): Admission to MSIS Program

This course consists of a variety of career exploration and development experiences designed to help students identify their career interest and prioritize and focus their job search efforts, as well as develop their leadership, communication, and personal marketability skills.

MIS 5145 Excel Modeling Fundamentals (1)

Pre-requisite(s): Admission to graduate business program

This course provides students with essential spreadsheet (Excel) modeling skills in preparation for coursework in graduate business programs. Special attention is given to navigating the Excel environment, formatting and basic functions, data analysis, charts, and modeling best practices

MIS 5151 Technical Foundations of Information Systems (1)

Part one of this course provides an overview to examine the role of information technology (IT) in business organizations, its impacts, and potential for enhancing a firm's competitive positioning. Part two exposes students to the four underlying technical elements of IT infrastructure: hardware, software, databases, and networks. This technology overview provides students with basic literacy in technology concepts to enable effective communication with technical specialists in the business environment.

MIS 5152 The Innovative Tech Leader (1)

Pre-requisite(s): Admission to MBA Program

Course examines the role of information technology (IT) in creating competitive advantage, enhancing value, and driving innovation in organizations with a focus on examining the cross-functional leadership skills required to successfully plan, develop, deploy, and lead IT projects in enterprise environments. Students build skills in assessing risk, dealing with ambiguity, and understanding the strategic role IT plays in organizations.

MIS 5153 Managing the IT Resource (1)

Pre-requisite(s): MIS 5152

Part one of this course examines principles and practices related to effective systems development practices from the standpoint of a non-technical manager. We begin the section with a discussion of the systems development life cycle (SDLC) and augment this with a discussion of emerging systems development trends and practices as well as an examination of traditional systems development methodologies. Part two of the course examines various IT risk management and security issues.

MIS 5301 Seminar in Object-Oriented Business Programming (3)

Students will survey object-oriented concepts currently used in the development of business applications. Emphasis will be placed on programming logic, data structures, and program analysis.

MIS 5310 Business Telecommunication and Networking (3)

The use of telecommunications to network and integrate various information technology platforms. Beginning with the media and hardware used in digital communications, the course moves through the ISO model to the presentation and application layers. Hands-on projects are utilized throughout the course to illustrate how various network operating systems are implemented and to provide training on the more popular platforms.

MIS 5315 NET Systems Development (3)

Pre-requisite(s): MIS 5301

Presents current technological solutions to business information needs. The course focuses on tools available to IS professionals to develop business applications that can run on networks and client/server systems. Emphasis will be placed on "NET" development of client/server systems.

MIS 5316 Development of Object-Oriented Business Systems (3)

The objective of the course is to present a total client-server approach to development. The thin-client portion of the course is directed towards browser hosted data collection and presentation using JavaScript.

The course presents fundamental JavaScript control syntax, function definition and HTML form processing. The server-side concentrates on PHP for server processing with languages like PERL and C added to the course as time allows.

MIS 5317 Seminar in Java Development (3)

Pre-requisite(s): MIS 5301

Seminar in client-side application development using the Java programming language. Topics include object-oriented design, essential language syntax, and developing user, file, and Internet interfaces for business systems to support e-commerce initiatives.

MIS 5319 Development of Mobile Applications (3)

Study of applications development in a cross-platform mobile computing environment.

MIS 5322 Advanced Python for Analytics (3)

Pre-requisite(s): MIS 5301 or equivalent. Study of advanced topics in the Python programming language. Focus is on data analytics and data science. Main topics include data visualization, array processing, data mining, machine learning, natural language processing, and web application development. Projects cover game development using PyGame and web app development using Django.

MIS 5325 Information Systems for Management (3)

Emphasizes the importance of information and information technology in managing firms today. The case-oriented course includes topics such as information technology types and trends, the assessment and management of information systems projects, and the relationship of technology to organizational strategy, structure, controls, and effectiveness.

MIS 5330 Global Dimensions of Information Systems (3)

As business becomes more global in nature, information systems and technology will become increasingly important to the successful management of business enterprises. This course will examine the international business environment and how information systems and technology can be utilized in that environment. Specific topics to be covered include international standards, problems with transnational flows of data and information, international standards, telecommunications and global connectivity, strategic planning to gain global competitive advantage, and human resources related to global information systems.

MIS 5331 Project Management (3)

Cross-listed as MGT 5331

See MGT 5331 for course information.

MIS 5332 Advanced Project Management: The Systematic Implementation of Complex Organizational Project (3)

Cross-listed as MGT 5332

See MGT 5332 for course information.

MIS 5335 Information Systems Analysis and Design (3)

To acquaint students with the concepts, problems, and possible solutions for all stages of the systems development life cycle. Emphasis on object-oriented analysis and design techniques. Topics include modeling with UML, the role of the IS professional in the development of successful systems, and project management.

MIS 5340 Database Management Systems (3)

Pre-requisite(s): Graduate level standing

The use of database techniques to represent and manipulate data in the development of information systems. Includes rationale and objectives of the database approach; conceptual data modeling; logical database design; mapping logical design to the relational data model; physical design and implementation of databases; manipulating information in databases; database administration; and connecting applications to databases, including web-enabled applications.

MIS 5341 Advanced Database Management (3)

Pre-requisite(s): MIS 5340 or consent of instructor

This course will cover advanced topics in database design and implementation, including the storage, access, and management of business information to facilitate decision-making. Topics may include advanced SQL commands, application data access using PL/SQL and/or ASP, advanced topics in database systems such as XML and data warehouses, and database administration topics. A technical presentation may be required.

MIS 5342 Business Intelligence (3)

Business Intelligence (BI) is the discovery of patterns and relationships hidden in large volumes of data. This hands-on course is designed to provide practical analytic skills that may be applied in almost any workplace. The course explores the analytical techniques for making intelligent business decisions in data-rich organizations. A key component of the course is the use of BI software tools with techniques such as correlation analysis, data visualization, linear regression, classification, and clustering to address common problems in marketing, customer relationship management, risk management, finance, and operations.

MIS 5343 Seminar in Data Visualization (3)

Covers basic theories of cognition and data visualization, including how data types influence the decision to use a particular representation, when to use various chart types, how to structure data visualizations, and visualization evaluation. Emphasis on ethical use of visualizations.

MIS 5345 Decision Making Using Excel (3)

This computer applications course provides students with advanced data analysis and modeling skills necessary for manipulating, sharing, and presenting data to support business decision making. Major topics include basic statistical concepts in Excel, complex queries, importing external data, data cleansing, pivot tables, macros, text manipulation, multiple applications linking, simulation modeling, decision making under uncertainty, and special topics.

MIS 5346 Data Warehousing (3)

Pre-requisite(s): MIS 5340 or consent of instructor

This course focuses on data warehouses as a component of business intelligence. The course will cover techniques for designing, implementing, and analyzing data in data warehouses using a hands-on approach. The course also discusses managerial and ethical issues in implementing data warehouses.

MIS 5347 Text Analytics (3)

Pre-requisite(s): QBA 5131 or consent of instructor

Text Analytics analyzes unstructured responses such as those from open-ended surveys, blogs, and online communities, to identify underlying themes and sentiment that are not immediately apparent. This analysis discipline has current application in market research, intelligence and security, healthcare and life science, recruiting, and legal compliance. The course gives particular attention to developing a process for using text analytics technology to yield valid and reliable results.

MIS 5355 Management of Information Systems (3)

Pre-requisite(s): Admission to MS/IS program

Future information systems leaders and managers focus on understanding the issues involved in deploying information systems in organizations, the evaluation and adoption of emerging information and communication technologies (ICTs), the strategic role of the IS function, and the relationship of IS with the overall enterprise. Course coverage includes in-depth analysis of current issues in the field of information systems.

MIS 5375 Business Process Planning (3)

This course explores the history of Business Process Reengineering/Redesign, the use of BPR in today's business environment, and how BPR can enable changes inherent in moving to Enterprise Resource Planning, E-Commerce and Customer Relationship Management. The course involves students in the analysis of real business processes from case studies and local businesses. CASE tools are used to develop both "as is" and "to be" business scenarios for understanding the change process.

MIS 5390 Ethics in Data Analytics (3)

Pre-requisite(s): QBA 5330, STA 5300, or equivalent

Ethical decision-making in data analytics and contemporary issues. Topics include ethics theory, American Statistical Association Ethical Guidelines for Statistical Practice, ethics issues in statistical analyses and presentation of data, ethical consideration in the information age, and data ethics in contemporary issues.

MIS 5450 Management of Information Systems (4)

This course deepens student's understanding and appreciation of the strategic role that information technology plays in organizations and provides key concepts for effectively planning, building, deploying, and managing information resources in enterprise environments. The course is relevant for students seeking career opportunities in IT management or consulting and individuals aspiring to a career in general (non-IT) management.

MIS 5V95 Internship in Information Systems (1-6)

Pre-requisite(s): Consent of instructor

Provides students with a carefully directed real-world learning experience. A project developed jointly by the sponsoring company and faculty provides experience in various IS functions and business activities.

MIS 5V98 Special Studies in Information Systems (1-6)

Pre-requisite(s): Consent of instructor

Offered on demand for one to six semester hours of credit.

MIS 5V99 Thesis (1-5)

Pre-requisite(s): Consent of instructor

Research, data analysis, writing, and oral defense of an approved master's thesis. At least five hours of MIS 5V99 are required.

MIS 6310 Foundations in Information Systems Research (3)

A seminar covering key classical information systems readings and theoretical perspectives designed to help students critically think and constructively criticize research papers in the field.

MIS 6320 Quantitative Methods in Information Systems Research (3)

This course is designed to provide doctoral level students with an introduction to the major methodological issues and techniques associated with quantitative research. Emphasis is given to the techniques that are most commonly used in information systems research.

MIS 6325 Quantitative Methods: Survey Research Using PLS Analysis (3)

This course focuses on the understanding and use of Partial Least Squares (PLS) methodology in IS research contexts. PLS is used by students to simulate path analysis procedures using data gathered by the professor. Requirements of the course include learning the fundamental statistical foundations underlying structural equations modeling and soft modeling and survey methods. This course provides direction for the successful completion of an independent research project using PLS that will be submitted to an IS conference and/or journal.

MIS 6330 Theoretical Perspectives in Information Systems Research (3)

A seminar designed to provide doctoral students across different disciplines a broad introduction to key management, organizational, and behavioral research issues, and challenges in topics of information technology (IT). The course is designed for both information systems (IS) and non-IS Ph.D. students.

MIS 6340 Qualitative Methods in Information Systems Research (3)

A seminar designed to provide doctoral level students with an introduction to the major methodological issues and techniques associated with qualitative research. Emphasis is given to case research strategies, both positivist and interpretive, but the course will also discuss action research.

MIS 6345 Qualitative Methods: Collecting and Analyzing Case Study Data (3)

The course covers the conceptual foundations of the qualitative research process that includes gaining access to a field site, conducting interviews, writing field notes, coding and analyzing data using a qualitative analysis software tool, and writing research results. Additionally, students will have the opportunity to code and analyze real-world data using a qualitative data analysis tool.

MIS 6350 Conducting Effective Literature reviews: A Doctoral Seminar for pre-Dissertation Students (3)

A course to help doctoral students learn to write theory-building literature reviews. Doctoral students taking this class will read and discuss a variety of review papers published primarily in MIS quarterly, but also in several other journals from management literature.

MIS 6370 Contemporary Issues in Information Systems Research (3)

This course aims to help doctoral students gain exposure to the latest in IS research. The emphasis will be given on the research published in the highest quality IS journals over the past year as well as research appearing in the top conferences in the past year.

MIS 6372 Seminar in Group Communication and Decision-making (3)

This course is designed to provide the participant with a basis for developing a rich understanding concerning the nature of information systems in support of group communication and decision-making within the organization. The primary focus involves the interaction of these systems with the behavioral systems within the firm.

MIS 6374 Organization Theory and its Application in Information Systems Research (3)

A seminar designed to acquaint students with the theories used to examine phenomena related to the introduction, adoption, use, and exploitation of information systems in organizations. The bulk of the material covered will be at the organizational level of analysis.

MIS 6380 Ethics in Contemporary Topics in Information Systems (3)

This doctoral seminar examines ethical issues and dilemmas in contemporary and emerging topics within information systems. The course takes an interdisciplinary approach to eight areas related to information systems.

MIS 6398 Research Apprenticeship I (3)

Pre-requisite(s): Completion of first year of Ph.D. program
Students are assigned to a research mentor to facilitate understanding of the research process with the goal of producing a manuscript suitable for submission to a conference proceedings or journal article.

MIS 6399 Research Apprenticeship II (3)

Pre-requisite(s): MIS 6398; completion of second year of Ph.D. program
Students are assigned to a research mentor to facilitate understanding of the research process with the goal of producing a manuscript suitable for submission to a conference proceedings or journal article.

MIS 6V00 Dissertation Proposal (1-9)

Pre-requisite(s): Completion of all required coursework for PhD in MIS Research for doctoral students who have completed their required coursework but are not yet registered for MIS 6V99. The course may be repeated.

MIS 6V98 Special Studies in Information Systems (1-6)

Specialized study for PhD students in Information Systems. Special studies are offered on demand and may count for one to six semester credit hours. They may be taken more than once provided the title and content substantially differ from prior special studies courses.

MIS 6V99 Dissertation (1-12)

Pre-requisite(s): Completion of coursework and comprehensive exam
Supervised research for the doctoral dissertation.

Marketing (MKT)

MKT 4360 Customer Analytics (3)

Pre-requisite(s): MKT 3330 or QBA 3305; only open to BBA students; BBA students must be admitted to the Business School in order to take this course

This course will enable students to: apply basic skills in data manipulation and visualization using various software packages, analyze customer data with the help of different statistical tools and techniques and use the findings from data analyses to make managerially relevant marketing decisions anchored in Customer Analytics.

MKT 5111 Seminar in Marketing Administration-Planning (1)

Pre-requisite(s): Admission to MBA program

Taught from the perspective of a mid-to upper-level marketing manager. Students will develop an understanding of marketing strategy and its role in today's complex business environment. Topics include an overview of the marketing planning process with an emphasis on target market selection and marketing plan development and the strategic aspects of marketing management.

MKT 5112 Seminar in Marketing Administration-Implementing (1)

Pre-requisite(s): MKT 5111

Presentation of the strategies and tactics involved in a marketing program from the perspective of a mid-to upper-level marketing manager. The course content assumes a basic understanding of marketing principles while using lectures, readings, and case analyses. Product, pricing, promotion and distribution issues will be discussed with an emphasis on the interrelationships between marketing decisions. Marketing ethics and social responsibility and their importance in marketing decision-making will also be discussed.

MKT 5113 Seminar in Marketing Administration-Adapting (1)

Pre-requisite(s): MKT 5112

This seminar will be taught from the perspective of a mid-to upper-level marketing manager using lectures, readings, and case analyses presenting a variety of topics involving the adaptation of current marketing practices in differing situations. Topics will include interfunctional relationships, international marketing, total quality management, and the assessment of marketing expenditures.

MKT 5210 Decision Based Marketing (2)

Co-requisite(s): HPA 5105

This course will confront the challenge of designing and implementing a successful combination of marketing variables to make informed decisions about the firm's strategy in its target markets. The course also addresses the importance of companies being market-driven and customer-focused as well as presenting current marketing management practices. As decision makers, the students will learn to implement analytic perspectives, decision models, and marketing concepts to assist with decisions involving communications strategies, product offering, pricing, and distribution channels.

MKT 5310 Seminar in Marketing Strategy (3)

Pre-requisite(s): MKT 3305

Role of marketing decision making in achieving corporate objectives; planning and implementing the marketing program; product research and development, distribution problems, promotional strategies, and pricing analysis. Attention will be given to the new marketing application of quantitative methods and the behavioral sciences.

MKT 5315 Seminar in Comparative Marketing (3)

Pre-requisite(s): MKT 3305

Marketing structures, functions, and institutions in different national environments. Emphasis is placed on the manner in which different economic systems condition and shape the nature of marketing.

MKT 5325 Seminar in Marketing Research (3)

Pre-requisite(s): MKT 3305

First-hand experience with real-life marketing research problems, including such areas as research design, sampling, experimental design, parametric and nonparametric data analysis techniques, and computer statistical programs.

MKT 5330 Marketing Communications (3)

Pre-requisite(s): BUS 5602 or equivalent

Statistical techniques and their applicability to business decision making. Topical coverage includes multiple regression, analysis of variance, factor analysis, discriminant analysis, cluster analysis, and multidimensional scaling.

MKT 5335 Business to Business Marketing (3)

Pre-requisite(s): BUS 5602 or equivalent

Marketing by firms to organizations rather than to households. Negotiation strategies are emphasized along with management of relationships, purchasing, distribution channels, and distribution logistics.

MKT 5340 Product Strategy (3)

Pre-requisite(s): BUS 5902 or equivalent

New product development, management of existing products, product elimination decisions, and pricing at all stages of the life of a product. Emphasis is placed on decision making as it applies to product and pricing strategy and tactics.

MKT 5341 Theory and Practice in Customer Relationship (3)

The understanding of systems, dependencies, variability, and interrelationships—including the ability to manage systems—is an essential element in customer relationship management (CRM). Therefore, the organization and the supply chain as interrelated systems is the starting point for this course. From that foundation, students will move into assessing measurements, the tools for analyzing an organization's current business processes and flows, and the means for integrating these into customer management initiatives. The "nuts-and-bolts" issues in the course address new customer data collection, using CRM for customer acquisition and retention, call management, segmenting the customer base, and creating a customer-driven web site. Behavioral changes as well as the impact of organizational policies on the ability to provide a satisfying customer experience will be examined.

MKT 5345 Seminar in Consumer Behavior (3)

Pre-requisite(s): MKT 5310

The role of consumer behavior in marketing strategy is emphasized. The course builds on foundations from a variety of disciplines including psychology, sociology, cultural anthropology, economics, and semiotics.

MKT 5398 Directed Studies in Marketing (3)

Special topics in marketing of interest for individual students. May be repeated twice with change of topic.

MKT 5410 Strategic Marketing Planning (4)

This MBA marketing strategy course provides participants the opportunity to develop a better understanding of marketing strategy and its role in today's complex business environment. The course covers the decisions in a well-integrated marketing program, demonstrates the importance of marketing strategy and the interrelationships between the marketing unit and other functional units, covers the essential elements of marketing analysis, and emphasizes the major components of a marketing plan.

MKT 5440 Strategic Brand Management (4)

This MBA marketing course provides participants the opportunity to develop a better understanding of branding strategy and its role in today's complex business environment. The course covers the leading theories, models, and other tools to make better branding decisions, and how to plan and evaluate branding strategies. It also provides a forum for students to apply these principles.

MKT 5460 Marketing Analytics (4)

Students learn how to use data analytics to guide business decisions that will build value for customers and corporations. The course explores the leading theories, models, and techniques underlying marketing analytics.

MKT 5480 Crisis Communication Management (4)

Students define and identify types of crisis within an organization, key stakeholders, and risks associated. By studying best practices, theory, and case studies in crisis prevention, students develop a crisis communication management plan using the frameworks learned throughout the semester.

MKT 5V95 Internship in Marketing (1-6)

Pre-requisite(s): Consent of instructor

Practical marketing work under supervision in an approved commercial or industrial firm. This course may be taken for three to six semester hours of credit. Consent of major adviser required.

MKT 5V99 Thesis (1-6)

Pre-requisite(s): Consent of instructor

QBA 5V99 Thesis (1-9)

Quantitative Business Analytics (QBA)

QBA 5131 Quantitative Methods for Decision Making: Part I (1)

Pre-requisite(s): Admission to MBA program

Today's managers operate within the constraints of highly competitive markets. To plan effectively under these circumstances requires both rigorous analytical tools and a sophisticated sense of how to balance the demands of oft-times conflicting constituencies. QBA 5131, using a mix of theory and case studies, enables students to develop a rich portfolio of tools to assist them in the planning process. The course seeks to develop students' technical skills in sampling, data analysis, and risk management tools essential to effective planning.

QBA 5132 Quantitative Methods for Decision Making: Part II (1)

Pre-requisite(s): QBA 5131

In today's highly competitive markets, implementing decisions effectively requires both rigorous analytical tools and a sophisticated sense of how to balance the demands of oft-times conflicting constituencies. QBA 5132, using a mix of theory and case studies, enables students to develop tools essential to effective implementation. The course seeks to prepare students to use analytical tools including correlation analysis, regression analysis, and time series analysis.

QBA 5133 Quantitative Methods for Decision Making: Part III (1)

Pre-requisite(s): QBA 5132

To effectively adapt to today's ever changing competitive environment requires both rigorous analytical tools and a sophisticated sense of how to balance the demands of conflicting constituencies. QBA 5133, using a mix of theory and case studies, enables students to develop a set of tools to help them adapt to an organization's changing needs. The course seeks to develop students' technical skills in linear programming, quality control and improvement, and experimental design.

QBA 5215 Statistical Analysis (2)

Pre-requisite(s): Acceptance into the executive MBA program

Application of statistical reasoning and methods to business-oriented problems. Topics include descriptive statistics, sampling distributions, confidence intervals, hypothesis testing, simple and multiple regression, quality control, and nonparametric methods.

QBA 5302 Business Foundations - Statistics (3)

This course is required for MBA and MSIS students who do not have an undergraduate degree in business from an AACSB accredited institution.

The course will provide students with the business foundation in statistics which is expected of all business graduate students.

QBA 5330 Business Analytics for Decision Making (3)

An introduction to analytical techniques in the three areas of business analytics – descriptive, prescriptive, and predictive – and their application to business decision making.

QBA 5435 Business Statistics (4)

Statistical theories and techniques are applied to business situations.

The use of theory and case studies enables students to develop technical skills in planning, analysis, and assessment of data to adapt to an organization's changing needs.

QBA 5V98 Special Studies In QBA (1-6)