

# John F. Welch College of Business

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## JOHN F. WELCH COLLEGE OF BUSINESS

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### Mission Statement

The John F. Welch College of Business mission is to foster a learning community rooted in the Catholic intellectual tradition, to provide students with business knowledge and appropriate skills, and to develop undergraduate and graduate students prepared to achieve their personal and professional goals in the business community and global society.

*Who we are.* Our learning community includes faculty members who are teachers, scholars, and experienced professionals supported by administrative staff members, undergraduate and graduate business students, alumni, and members of companies and organizations who provide employment, internships, and advice.

*What we value.* Rooted in the Catholic intellectual tradition, we value scholarship as contributing to learning, understanding, and the search for truth. We stress the primacy of teaching as the focus of our work and value active, engaging, and personalized learning experiences in and outside of the classroom. We believe personal attention fosters the growth and development of our students, and strive to develop individuals who will act ethically and responsibly. We find strength in the rich diversity of the human family and invite participation in our community by persons of varied races, faith traditions, ethnic backgrounds, and diverse opinions and beliefs.

*What we do.* To fulfill our mission, we teach and advise students. We emphasize ethical dimensions

in our curricula, promote active participation by students in the learning process, include experiential learning, and incorporate appropriate technology and teaching techniques in our classes. As faculty, we engage in research to understand and contribute to the development of our discipline, its practice, and ways in which it is taught. We partner with the business community to improve practice and align our curricula to evolving business needs, and also work collaboratively to ensure that students develop an awareness of and appreciation for the resources and expertise available to them from the faculty and Sacred Heart University community. We give service to our college, University, profession, and the wider community, and emphasize to our students the importance and intrinsic rewards of being good citizens and the responsibilities of being educated persons.

### Master of Business Administration (MBA)

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The Master of Business Administration (MBA) program at the John F. Welch College of Business is designed to prepare individuals for successful careers in the ever-changing and complex world of business. The program prepares leaders who are global thinkers, socially responsible, and ethical decision makers.

The MBA program, through its curriculum and teaching, places emphasis on the application of business theory to contemporary issues faced by both private and public sector organizations. A main focus of the program is to understand how business enterprises can remain relevant and competitive in an increasingly global economy,

characterized by rapid technological change and increasing demands from consumers for value and superior quality in products and services.

The MBA program consists of a prescribed pattern of graduate courses. The entire program is based on a common core of courses that examines all the functions within a business enterprise and the external environment within which it operates. Beyond this core, the student may choose to study in-depth in one of three academic concentrations.

Classes primarily are conducted in the evening. The program serves both professionally employed students who take classes on a part-time basis and full-time students who recently received their undergraduate degrees. Both segments earn an advanced degree under the direction of faculty members who possess both academic credentials and pragmatic business expertise.

## Goals and Objectives

The MBA program's objectives are that its students upon graduation:

- possess a broad understanding of the business disciplines and functional skills critical to their roles as professionals in business;
- have developed personal ethical standards that will guide their professional behavior;
- have developed effective oral and written communication skills;
- have learned to identify factors that affect business practices in the global environment and be able to propose decisions and actions that are appropriate in specific situations;
- are confident as decision-makers who use analysis and problem-solving skills;
- have gained knowledge of human behavior and interactions skills, which will enable them to work effectively in a multicultural, diverse workplace; and
- have internalized leadership theory, allowing them to demonstrate managerial-leadership

skills appropriate for their organizational role.

To help students achieve these objectives, the University relies on faculty members who are dedicated to teaching. The faculty combines broad business experience and academic training that define the unique learning experience at Sacred Heart University's John F. Welch College of Business.

## Admission Requirements

Individuals who hold a bachelor's degree in any academic discipline from a regionally accredited college or university will be considered for admission to the MBA program. The applicant's undergraduate and post-graduate studies, GMAT score, essay, work experience, interview, and recommendations are considered in the admission process. Applicants may be asked to demonstrate their computer literacy and English proficiency as part of the admissions process. A personal interview may be required, especially for those students with limited work experience.

In addition, the applicant's qualifications for success in the program are examined by using the following Applicant Point Score (APS) formula:

- Undergraduate GPA multiplied by 200 (minimum GPA of 2.5 to be considered)
- plus
- GMAT (minimum score of 400 to be considered)
- or
- Number of years of relevant work experience multiplied by 50 (must have 8 years of work experience, capped at 10 years of work experience)

A minimum score of 1,000 is needed to be considered for acceptance, unless the Dean of the College of Business grants an exception. An APS score of 1,000 is not a guarantee of admission into the program.

Upon acceptance, students receive a copy of their planned academic program and are assigned a

faculty advisor. Students are encouraged to meet periodically with their advisor to discuss academic progress, career issues, or special needs. Admitted students also may choose to have a mentor assigned to them. Mentors are senior-level business executives who have volunteered to assist those students interested in having practitioner-based career advice.

## BS/MBA Program

In addition to the regular admission requirements above, students pursuing an undergraduate major in business are eligible to apply to Sacred Heart University's BS/MBA program—at one of three entry points in their undergraduate career. The BS/MBA program typically takes five years to complete, as it includes 120 credit hours of undergraduate study and a minimum of 36 credit hours of graduate study.

Upon conditional acceptance in the program, the undergraduate business student is assigned an MBA faculty advisor whose role is to:

- welcome the student into the MBA community;
- advise the student on curriculum planning;
- assist the student in identifying undergraduate or graduate internship positions; and
- help the student transition from undergraduate to more rigorous graduate studies.

## Earliest Entry Point

**Target Group:** Select group of accepted undergraduates or outstanding freshmen

### **Conditional Admission Criteria:**

- Typically identified by Undergraduate Admissions or Sacred Heart University faculty
- SAT scores in national top third percentile
- Will be required to maintain a GPA of 3.0 overall and 3.25 in major by end of sophomore year, achieve a GMAT score of 400 by end of junior year, and undertake at least one undergraduate internship

## Typical Entry Point

**Target Group:** Sophomores or juniors

### **Conditional Admission Criteria:**

- GPA: 3.0 overall and 3.25 in major
- GMAT: Minimum score of 400
- Internship(s): At least one undergraduate; two preferred
- Interview with Dean or MBA Director
- References: Two; one from a faculty member

## Late Entry Point

**Target Group:** Second semester seniors

### **Conditional Admission Criteria:**

- GPA: 2.5 overall
- GMAT: Minimum score of 400 to 500 depending on undergraduate GPA
- Interview with Dean or MBA Director
- Internship(s): At least one required before completion of MBA program
- References: Two; one from a faculty member

## MBA Program for Liberal Arts Students

This program is designed for outstanding liberal arts majors. Typically, it would take six years to complete both the Liberal Arts and the Masters of Business Administration degrees—120 credit hours of undergraduate study and as many as 60 credit hours of graduate study, assuming the student does not take any business courses during their undergraduate studies.

The MBA Program for Liberal Arts Students includes two graduate internships: a two-term internship in the United States and a summer internship in Luxembourg (or a comparable international experience). These internships provide liberal arts undergraduates with a solid exposure to the global world of business and within their specific field of interest. Students take classes in the evenings, study in the evenings or weekends, and participate in a 20-hour per week internship program during the day.

Graduate studies begin shortly after the liberal arts students earn their undergraduate degrees, typically the summer term following Commencement. Students are advised to take two program prerequisite courses in their first summer term. In addition, accepted students are required to attend a one-week orientation program in late August/early September to become better acclimated to business concepts and skills and the rigor of graduate school. Also, the orientation program prepares them for their upcoming two-term domestic internship.

Admission into the program is competitive. Seniors applying to the program need the following:

- GPA: 3.0 overall
- GMAT: Minimum score of 400
- Interview with Dean or MBA Director
- References: Two; one from a faculty member

## MBA Continuous Enrollment Policy

Graduate students in the MBA program must maintain continuous enrollment in the program. Students who fail to enroll for two consecutive terms (exclusive of summer term) must reapply for admission. The MBA director may require the student to meet current admissions requirements as a condition of readmission.

Applications for readmission should be submitted to the MBA Office and will be reviewed by the MBA director. Students who are readmitted must adhere to the guidelines and curriculum in effect at the date of readmission.

## Degree Requirements

A total of 51 credit hours of graduate coursework and a minimum GPA of 3.0 are necessary for completion of the MBA. The MBA curriculum, for students with a business undergraduate degree, will generally consist of 51 credit hours or fewer 600-level courses. Depending on undergraduate preparation or graduate courses taken elsewhere,

students may be able to reduce credit hours by as many as 15 credits. Despite the number of transfer credits and waivers for which a student may be eligible, a minimum of 36 credit hours must be taken in Sacred Heart University's MBA program. Students who have not taken undergraduate business courses in accounting, statistics, and economics in the last six years will be required to take the program's equivalent. International students may be required to take one or more English courses.

### Prerequisite Courses

AC 511 Corporate Financial Accounting and Reporting	3 credits
BU 543 Statistics for Decision-Making	3 credits
EC 511 Economics Principles	3 credits

### Core Courses

AC 610 Accounting for Decision-Making and Control	3 credits
BU 601 Organization Management	3 credits
BU 631 Organizational Behavior	3 credits
BU 633 Legal Environment of Business	3 credits
BU 641 Dynamics of Information Technology	3 credits
BU 665 International Business	3 credits
BU 670 Operations Management	3 credits
BU 681 Leadership and Ethics	3 credits
BU 690 Global Management Integration	3 credits
EC 621 Managerial Economics	3 credits
FN 660 Financial Management	3 credits
MK 661 Marketing Management	3 credits

### Electives

Five non-core 600-level courses

## MBA Waiver Policy

### Prerequisite Course Equivalents

To apply for prerequisite undergraduate credit equivalents, a student must have had grades of B or better and courses must have been taken within the past six years.

AC 511: Six credit hours in accounting—the equivalent of Financial Accounting and Reporting

and Managerial Accounting and Control at Sacred Heart University; or successfully complete the competency exam developed by the Sacred Heart University Accounting Department.

BU 543: Three credits in statistics—the equivalent of Business Statistics at Sacred Heart University; or successfully complete the competency exam developed by the Sacred Heart University Management Department.

EC 511: Six credits in macroeconomics and microeconomics—the equivalent of Principles of Macroeconomics I and Principles of Microeconomics II at Sacred Heart University; or successfully complete the competency exam developed by the Sacred Heart University Finance/Business Economics Department.

**Core Course Waivers**

To apply for waivers for core courses, a student must have had grades of B or better in previous coursework, and courses must have been taken within the past six years:

AC 610: Six additional credit hours in cost/managerial accounting beyond the prerequisite requirements—the equivalent of AC 313 Cost Management and AC 314 Advanced Management Accounting at Sacred Heart University.

BU 601: No waiver given for this course.

BU 631: Three credit hours in organizational behavior plus three credit hours in psychology—the equivalent of BU 201 Organization Management and PS 101 General Psychology I at Sacred Heart University.

BU 633: Six credit hours in business law—the equivalent of BU 231/232 Business Law I/II at Sacred Heart University.

BU 641: Six credit hours in management of information technology.

BU 665: No waiver given for this course.

BU 670: Six credit hours in operations management.

BU 681: No waiver given for this course.

BU 690: No waiver given for this course.

EC 621: To waive EC 621, a student needs permission of the chair of the Department of Economics and Finance.

FN 660: Six credit hours in finance—the equivalent of FN 215 Financial Management and three additional credit hours in Finance.

MK 661: Six credit hours in marketing—the equivalent of MK 261 Principles of Marketing and three additional credit hours in Marketing.

**MBA Concentrations**

Students may choose among three concentrations: Accounting, Finance, or General Management. There are some restrictions on available concentrations for students who intend to take their coursework exclusively at the Luxembourg campus.

**Available Concentrations by Campus**

	Fairfield	Luxembourg
Accounting	Yes	No
Finance	Yes	Yes
General Management	Yes	Yes

Students who choose Accounting or Finance must take four electives in the respective discipline. Students who prefer to take a customized assortment of five electives across Management, Accounting, or Finance are awarded a General Management concentration.

**Course Loads**

Six credit hours per trimester are considered the maximum workload for part-time students, and nine credit hours per trimester the minimum for full-time students. However, part-time MBA students who want to take more than six credit hours per trimester, and full-time students who want to take more than nine credit hours per trimester, may do so if permission is granted by the MBA program director.

**MBA Thesis**

With the approval of an advisor and the program director, a thesis may be done in lieu of six elective credit hours toward the MBA degree. Generally, registering for a thesis will be the same as registering for two three-credit-hour MBA courses.

**MBA Student Services  
Career Development**

The Career Development Office offers MBA students guidance on how to conduct a successful job search. They also arrange for interviews with companies visiting the campus to recruit students. Employment opportunities and internships are publicized through the Career Development Office.

**Graduate Professional  
Certificates**

Students who would like to specialize in one of the areas below without pursuing a full graduate degree or those who already have a master’s degree and would like to upgrade their skills may want to consider a four-course graduate professional certificate.

Students matriculated in the master’s program are not eligible for a graduate certificate. However, students who have successfully completed a graduate certificate may apply to the master’s program and, upon acceptance, may be able to use those credits earned in the certificate program toward the master’s degree. Admission procedures and requirements may vary by graduate certificate program. Contact the MBA Office or Graduate Admissions for further information on the five graduate business certificates offered in: Accounting, Finance, International Business, Leadership, and Marketing.

**Accounting (12 credits)**

AC 610\* Accounting for Decision-Making and Control 3 credits

AC 615 Managerial Controls and Budgeting 3 credits  
 AC 617 Financial Statement Analysis 3 credits  
 AC 621 Federal Taxation 3 credits  
 AC 622 Advanced Federal Taxation 3 credits  
 AC 625 International Accounting 3 credits  
 AC 629 Contemporary Issues in Auditing 3 credits  
 AC 630 Accounting Information Systems 3 credits  
 AC 699 Contemporary Issues in Accounting 3 credits

\*Required course

**Financial Management (12 credits)**

AC 617 Financial Statement Analysis 3 credits  
 FN 660\* Financial Management 3 credits  
 FN 661 Money and Financial Institutions 3 credits  
 FN 662 Corporate Finance 3 credits  
 FN 663 Investments 3 credits  
 FN 665 International Financial Management 3 credits  
 FN 667 International Financial Markets 3 credits  
 FN 668 Portfolio Management 3 credits  
 FN 669 Contemporary Issues in Finance 3 credits  
 FN 670 Mergers, Acquisitions and Joint Ventures 3 credits  
 FN 672 Derivatives and Risk Management 3 credits

\*Required course

**International Business (12 credits)**

AC 625 International Accounting 3 credits  
 BU 621 Comparative Management and Intercultural Communication 3 credits  
 BU 634 International Business Law 3 credits  
 BU 653 Electronic Commerce 3 credits  
 BU 665\* International Business 3 credits  
 BU 687 Contemporary Issues in Global Management 3 credits

FN 665	International Financial Management	3 credits
FN 667	International Financial Markets	3 credits
MK 668	International Marketing	3 credits

\*Required course

**Leadership (12 credits)**

BU 601*	Organization Management	3 credits
BU 681*	Leadership and Ethics	3 credits

plus  
One Course from Group 1:

AC 610	Accounting for Decision-Making and Control	3 credits
BU 631	Organizational Behavior	3 credits
BU 641	Information Technology	3 credits
BU 665	International Business	3 credits
FN 660	Financial Management	3 credits
MK 661	Marketing Management	3 credits

and  
One Course from Group 2:

BU 621	Comparative Management and Intercultural Communication	3 credits
BU 632	Managing Change	3 credits
BU 635	Human Resources and Career Development	3 credits
BU 667	Team Management	3 credits
BU 673	Total Quality Management	3 credits
BU 687	Contemporary Issues in Global Management	3 credits
BU 689	Contemporary Issues in Business Ethics	3 credits

\* Required course

**Marketing (12 credits)**

BU 610	Entrepreneurship	3 credits
MK 650	Product Development and Management	3 credits
MK 651	Marketing Research	3 credits
MK 656	Advertising Management	3 credits
MK 658	Consumer Marketing and Behavior	3 credits
MK 661*	Marketing Management	3 credits

MK 668	International Marketing	3 credits
MK 669	Contemporary Issues in Marketing	3 credits

\*Required course

**Course Descriptions**

**Prerequisite Courses**

**AC 511 Corporate Financial Accounting and Reporting 3 CH**

Introduces the student to accounting concepts necessary for the preparation and interpretation of financial statements. While emphasis is on conceptual aspects of accounting fundamentals, sufficient methodology is included to demonstrate the basic operation of an accounting system that enables the student to analyze complex financial statements.

**BU 543 Statistics for Decision-Making 3 CH**

This problem-oriented course in business statistics discusses probability theory, frequency distribution, sampling, inference theory, hypothesis testing, index numbers, time-series analysis, linear regression, and correlation. Computer-based statistical models are used to develop skills in interpretation of the usefulness of statistics to business decision-making.

**EC 511 Economics Principles 3 CH**

Covers both macroeconomics and microeconomics principles. Topics in macroeconomics include: income and employment, money and banking, fiscal and monetary policies and business cycles. Topics in microeconomics include: supply and demand, price determination, types of costs, profit, imperfect markets and income distribution.

**Core Courses**

**AC 610 Accounting for Decision-Making and Control 3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Covers the role of managerial accounting in corporate management. Emphasis is on financial planning and analysis,

product and service costing, profit planning and the capital allocation process. Current financial and accounting matters are reviewed and evaluated.

**BU 601 Organization Management** **3 CH**

Examines and analyzes principles of planning and ethical decision making, organizing large and small groups, and systems for maintaining control in business and other organizations in a global environment. In addition, the course focuses on developing competencies needed as an effective manager, including self-awareness, building trust, mentoring, empowering, delegating, and communicating. Students develop skills in critical thinking, analysis, and research through interdisciplinary cases/projects. *Must be taken as first core course in the program.*

**BU 631 Organizational Behavior** **3 CH**

Explores behavior in organizations at individual, interpersonal, group, intergroup, and organizational levels of analysis. Students gain insight into their own behavior and that of others through discussion of concepts and current management challenges, analyses of cases, and participation in experiential activities. Topics include individual differences such as personality, values, perception and cultural socialization, as well as team dynamics, motivation, conflict, decision-making, organizational culture, and management of change. Emphasis is on identifying ways to help people interact more effectively to achieve organizational goals.

**BU 633 Legal Environment of Business** **3 CH**

Studies the legal environment in which business organizations function in society. Topics include a description of the American legal system and the impact the Constitution has on business. The main focus of the course is the regulatory environment

in which business managers must make decisions. Three major areas of regulation will be examined: trade regulation and antitrust, the employer/employee relationship, and business and social issues. International aspects related to these topics also are examined as appropriate.

**BU 641 Dynamics of Information Technology** **3 CH**

Provides topical coverage of contemporary information technology (IT) and telecommunications with a focus on planning, organizing, justifying, controlling, implementing and integrating IT within business more effectively. Topics include: competitive advantage and IT, information and network architecture, software, hardware and network fundamentals, systems development, life-cycle standards, outsourcing, disaster recovery/contingency planning and global applications.

**BU 665 International Business** **3 CH**

Describes the scope of international business and studies multinational enterprises in light of cultural, historical, political and economic factors. Trade theories are examined in the context of international economics and finance. The focus then turns to the management of global operations, from initial entry into international markets to strategy development for the multinational enterprise.

**BU 670 Operations Management** **3 CH**

*Prerequisite:* BU 543 Statistics for Decision-Making. Describes managerial concepts and quantitative tools and techniques required in the design, operation and control of operation systems in the production of goods or provision of services. Emphasis is on the use of quantitative and qualitative methods of analysis and continuous improvement processes.

**BU 681 Leadership and Ethics** **3 CH**

Leadership and Ethics deals with a rapidly changing work environment, a more flexible and

diverse workforce, a more technologically sophisticated employee and globalization. This course helps students understand leadership styles and attributes, and how to apply them. Ethics deals with social responsibility, as well as the origin and evolution of ethics, values and moral standards adopted by society.

**BU 690 Global Management Integration** 3 CH

This is the capstone course. It covers elements of all the required courses and illustrates how all facets of a business are globally integrated, with a focus on growth and sustainability. Requires director's approval. *Must be taken at end of program after all program prerequisites and the following five core courses have been successfully completed: AC 610, BU 601, BU 631, FN 660, MK 661.*

**EC 621 Managerial Economics** 3 CH

*Prerequisite:* EC 511 Economics Principles. Studies the integration of the managerial decision-making process and the main elements of short- and long-range planning with applicable economic theory. Topics include demand analysis and forecasting, risk analysis, and planning for profit under different market structures and government regulations. Students learn the body of useful managerial economic concepts being applied by informed management today.

**FN 660 Financial Management** 3 CH

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. An introduction to the field of finance. Core concepts include: risk and return trade-off, time value of money, bond and stock valuation, financial statement and ratio analysis, capital budgeting and capital structure.

**MK 661 Marketing Management** 3 CH

Explores how firms analyze market opportunities; select target markets; develop the marketing mix (product, price, place and promotion); plan;

manage; organize and control the marketing resources throughout an enterprise; deal with competition; and extend marketing to the global marketplace.

**Elective Courses**

**Accounting**

**AC 615 Managerial Controls and Budgeting** 3 CH

*Prerequisite:* AC 610 Accounting for Decision-Making and Control. The basic considerations of controllership and budgeting are set forth and analyzed, and the importance of business planning and control is emphasized from a management perspective. Emphasis is on budgeting practices and theory as a tool for profit and control.

**AC 617 Financial Statement Analysis** 3 CH

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Examines current financial reporting and disclosure practices. Emphasis is on development of the ability to analyze financial statements to evaluate the current financial condition of a firm and assess its future trends. Topics include: use of various ratios to analyze income statements, balance sheets and funds flow.

**AC 621 Federal Taxation** 3 CH

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Introduces the basic principles of taxation common to all types of taxpayers, with special emphasis on business taxation and planning. Topics include: tax policy issues, tax planning, computation of business taxable income, and an introduction to the taxation of corporations, S corporations, partnerships, and limited liability companies.

**AC 622 Advanced Federal Taxation** 3 CH

*Prerequisite:* AC 621 Federal Taxation. Introduces and extensively covers the taxation of corporations, including C and S corporations, pass-

through entities, compensation issues, and consolidated corporate tax returns. Other topics include: corporate organization, earnings and profits, redemptions, liquidations, corporate capital gains and losses, net operating losses, alternative minimum tax, consolidation issues, and international tax issues. In addition, provides a comparative survey of other business entities, including partnerships and limited liability companies.

### **AC 625 International Accounting** **3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Examines the diverse accounting systems employed by different countries and the relationship of those systems to environmental factors (cultural, economic, political, legal and religious). Principal topics include: performance evaluation in multinational enterprises, social responsibility, harmonization of accounting practices and transfer pricing within an international framework. The course addresses these topics in part through an applied approach in the discussion and analysis of cases.

### **AC 629 Contemporary Issues in Auditing** **3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Emphasizes completion of the audit engagement. Includes preparation of various reports, other services offered by CPAs, legal liability, ethical and professional responsibilities.

### **AC 630 Accounting Information Systems** **3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Explains what constitutes information, and how to determine the value of information. Explains what is meant by a system and its major components.

### **AC 699 Contemporary Issues in Financial Accounting** **3 CH**

*Prerequisite:* AC 610 Accounting for Decision-Making and Control. Emphasis is on the useful-

ness of accounting information in financial markets through the study of the accounting conceptual framework. Analyses include the standard-setting process, asset valuation and income determination. Examines accounting policies, ethical issues, FASB financial accounting rules and the impact of international accounting policies, all with a focus on application to current issues.

### **Finance**

### **FN 661 Money and Financial Institutions** **3 CH**

*Prerequisite:* FN 660 Financial Management. Analyzes operations of commercial banks and other financial institutions. Examines money and credit markets, interest rates, as well as contemporary monetary theories and policies.

### **FN 662 Corporate Finance** **3 CH**

*Prerequisite:* FN 660 Financial Management. Examines corporate finance topics including working capital management, financial analysis, leverage, capital structure, capital budgeting and valuation.

### **FN 663 Investments** **3 CH**

*Prerequisite:* FN 660 Financial Management. Course exposes students to the theory and practice of investments on a global scale. Key topics include: capital markets and instruments, efficient investment sets, basic equilibrium models such as CAPM and APT, bond prices and yields, equity valuation models, and an overview of portfolio theory and derivatives.

### **FN 665 International Financial Management** **3 CH**

*Prerequisite:* FN 660 Financial Management. A study of financial management concepts and techniques, applied to international operations. Topics include: foreign currency spot and forward trading; exchange rate systems and determination, and country risk assessment; taxation and regulatory

issues of non-U.S. markets; and sources and uses of funds for multinational corporations.

**FN 667 International Financial Markets 3 CH**

*Prerequisite:* FN 660 Financial Management. Provides a working knowledge of contemporary international financial markets with special emphasis on Eurodollars, Eurocredit and swaps. The course focuses primarily on rules and policies of foreign exchange markets and international credit markets.

**FN 668 Portfolio Management 3 CH**

*Prerequisite:* FN 660 Financial Management. Develops the student's ability to evaluate securities in the context of a portfolio. Topics include: portfolio construction rules based on risk and return goals, valuation measures and risk-reduction techniques using derivative products.

**FN 669 Contemporary Issues in Finance 3 CH**

*Prerequisite:* FN 660 Financial Management. Examines financial concepts applied to current issues in finance such as risk management products and techniques.

**FN 670 Mergers, Acquisitions and Joint Ventures 3 CH**

*Prerequisite:* FN 660 Financial Management. Examines the role of each of these strategies as part of the whole restructuring process faced by corporations in their attempt to compete and grow in the United States and abroad. Emphasis is on each method's strategic and financial advantages. Group analysis of cases and computer applications are utilized.

**FN 672 Derivatives and Risk Management 3 CH**

*Prerequisite:* FN 660 Financial Management. An overview of derivative securities and their use in corporate strategy and risk management, this course employs quantitative methods to analyze, design, price and use derivative instruments in a

managerial context. Basic derivative contracts such as forward, futures, options and swaps are covered, as well as the pricing of these claims, arbitrage, and hedging in these markets. Students apply the analytical models to real-life situations through case studies.

***Management***

**BU 610 Entrepreneurship 3 CH**

*Prerequisites:* AC 610 Accounting for Decision-Making and Control, FN 660 Financial Management, MK 661 Marketing Management. Students utilize their interdisciplinary business knowledge and creativity to evaluate an entrepreneurial opportunity. These opportunities may be a new product/service/business, or a new application of an existing product or service. Student teams are required to develop a comprehensive business plan. The business plan requires students to utilize their knowledge of the market and the competitive landscape, engage in research, and develop financial models/forecasts. In addition, students use their business and management skills to gauge the project's financial feasibility, taking into consideration inherent business risk and the likelihood of being able to raise venture capital given their proposed funding plan.

**BU 621 Comparative Management and Intercultural Communication 3 CH**

*Prerequisite:* BU 601 Organization Management. Develops a student's awareness and sensitivity to cross-cultural management. Models of understanding other cultures and management styles are discussed. Topics include: cultural sensitivity, awareness of different value systems, context specificity of management techniques, and ensuring effective communications across cultures.

**BU 632 Managing Change 3 CH**

*Prerequisite:* BU 601 Organization Management. Examines the strategy and techniques for successfully introducing and managing change in organi-

zations. Emphasis is on the role of power, influence and communication in the change process, confrontation, concepts and techniques of organization development, change management and acceptance of innovation. Development of a framework for recognizing factors that influence change and development of an infrastructure to manage change effectively are the goals of this course.

**BU 634 International Business Law** 3 CH

*Prerequisite:* BU 633 Legal Environment of Business. Examines the legal environment of international business law including international organizations, international trade regulation, World Trade Organization, European Union, North American Free Trade Agreement, U.S. regulation of international trade, international commercial transactions, financing international transactions, licensing and protection of intellectual property, foreign investments and resolution of international disputes.

**BU 635 Human Resources and Career Development** 3 CH

*Prerequisite:* BU 601 Organization Management. Focuses on the role of the contemporary human resources function in organizations. Emphasis is on analysis of policies related to the organizational life cycle from hiring through termination, workforce and succession planning, compensation and benefits, career development, labor relations and employee training. These concepts are discussed in light of working with and managing a multicultural workforce.

**BU 636 Legal Issues in Human Resource Management** 3 CH

*Prerequisite:* BU 633 Legal Environment of Business. Examines the legal relationship between an employer and an employee in the business environment. Special attention is given to how these issues are dealt with as companies expand globally.

**BU 651 Data Communications and Networks\*** 3 CH

*Prerequisite:* BU 641 Dynamics of Information Technology. Focuses on concepts, technology applications of data communications and various computer networks, including the Internet. Current management techniques, industries, and technical issues, practices and cases are explored, with emphasis on strategy, technology and implementation. Topics include: distributed processing and communication management, network architecture, computer and network administration and security.

**BU 653 Electronic Commerce** 3 CH

*Prerequisite:* BU 641 Dynamics of Information Technology. Introduces students to concepts, issues, applications and technologies essential to transacting business within the rapidly developing global Internet and web (information and networking infrastructure). Students gain understanding of electronic business-to-business and business-to-consumer marketing, sales, purchasing, distribution and trading; technical, regulatory and ethical aspects of online business processes; security, payment and settlement systems; the Internet, intranets and extranets; and interoperability standards. Focuses on three themes: infrastructure and technology of electronic commerce; select industry transformation and applications of electronic commerce; and planning, organizing, directing and controlling electronic commerce.

**BU 659 Contemporary Issues in MIS\*** 3 CH

*Prerequisite:* BU 641 Dynamics of Information Technology. Focuses on current topics in global information and telecommunications management. Emphasis is placed on technology as a critical asset and as a competitive differentiator.

**BU 667 Team Management** 3 CH

*Prerequisite:* BU 601 Organization Management. Examines the use of teams to accomplish organizational strategies. Topics include: team leader-

ship, goal-setting, group dynamics, group decision-making, diversity and multicultural issues.

**BU 668 The European Union 3 CH**

*Prerequisite:* BU 665 International Business. Develops a solid understanding of the European Union (EU) and its impact on conducting business internationally. Reviews the history of EU integration and requirements for membership, fiscal and legal institutions being developed to integrate the social and economic policies of the member countries, and international trade advantages that come from EU integration. Also focuses on EU business practices pertaining to free movement of workers across borders; right of establishment to provide services across borders; competitive policies; distribution and licensing issues; merger and acquisition complexities; and regulations to protect the environment, consumers, and employees.

**BU 673 Total Quality Management 3 CH**

*Prerequisite:* BU 601 Organization Management. Describes the relationship and use of accounting, management principles and statistics to produce high-quality products and services in today's competitive and dynamic business environment. Emphasis is on the criteria used to establish global quality standards, and the use of continuous process improvement metrics as a basis of comparison to improve quality.

**BU 687 Contemporary Issues in Global Management 3 CH**

*Prerequisite:* BU 601 Organization Management. Examines current events and issues as they relate to global management and international business.

**BU 689 Contemporary Issues in Business Ethics 3 CH**

*Prerequisite:* BU 681 Leadership and Ethics. Explores the origin and evolution of our ethics as they relate to the contemporary world of business. Emphasis is on decision-making, including situations where these decisions are complicated by issues of trust, fairness, right and wrong, integrity,

social responsibility, personal conscience, or culture. Guest lecturers from various businesses and areas of responsibility are invited to present their views and experiences.

**BU 694 Graduate Internship Study 3 CH**

This course is the free elective course for students who are required to participate in a two-term internship program.

**MK 650 Product Development and Management 3 CH**

*Prerequisite:* MK 661 Marketing Management. Examines the product development and innovation process and cycle, its tools and techniques. The role of marketing, engineering, accounting and other functions is closely assessed. Use of techniques to enhance creativity, market research, and psychographics to assist with product development is the foundation of this course, with emphasis in the areas of product planning, competitive positioning, channels of distribution, pricing and promotion.

**MK 651 Marketing Research 3 CH**

*Prerequisite:* MK 661 Marketing Management. Gives a managerial approach to market research activities. Primary emphasis is on applying qualitative and quantitative research information toward marketing decisions. The research process is discussed, then qualitative and quantitative methodological alternatives are systematically reviewed. Careful attention is paid to how to analyze and present research findings.

**MK 656 Advertising Management 3 CH**

*Prerequisite:* MK 661 Marketing Management. Provides an analysis of the advertising function from a management viewpoint. Emphasizes the mechanics and techniques of advertising as part of an overall marketing strategy. Topics include: role of the corporate advertising director, role of the advertising agency and role of the media. Special

emphasis is on understanding and participating in the creative process, essential for effective advertising.

**MK 658 Consumer Marketing and Behavior** 3 CH

*Prerequisite:* MK 661 Marketing Management. Focuses on the consumer, and in particular what makes consumers behave the way they do in specific purchase situations. Emphasis is on behavioral, psychological and motivational theories as well as risk perception. Various consumer buying models are analyzed. The case method is utilized.

**MK 668 International Marketing** 3 CH

*Prerequisite:* MK 661 Marketing Management. Provides an analysis of marketing concepts and applications in a global environment, focusing on market management and cultural and institutional differences.

**MK 669 Contemporary Issues in Marketing** 3 CH

*Prerequisite:* MK 661 Marketing Management. Current marketing issues are examined in light of the competitive global environment.

\*These electives will be offered less frequently in the future.