

# College of Business



## COLLEGE OF BUSINESS

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The College of Business contributes to the University's mission and strategic plan by providing undergraduate and graduate quality education that prepares students to assume increasingly responsible positions and leadership roles in today's complex and diverse business environments. An emphasis on theoretical knowledge reinforced with practical application is stressed in four areas: international business, technological innovations, communication skills and ethical decision-making. The College fosters active learning by its students both during their formal course of studies and through life.

An innovative faculty that excels in teaching and engages in intellectual contribution, emphasizing pedagogical development and applied research, supports the College in fulfilling its mission. In addition, the faculty contributes to the Catholic intellectual tradition of the University as it pertains to the preparation of leaders and managers in business.

Recognizing the opportunities presented by its proximity to numerous Fortune 500 corporations, smaller businesses and entrepreneurial ventures, the College is committed to building partnerships with them and to including them in its planning and decision-making.

The College is dedicated to nourishing a culture and a learning environment that strives for continuous improvement.

### Master of Business Administration (MBA)

The University's Master of Business Administration (MBA) program provides an opportunity for indi-

viduals to prepare for managerial positions in today's complex and dynamic environment. The program places strong emphasis on the application of business theory to realities of the business world. It also recognizes the demands of an increasingly competitive, multicultural, global economy characterized by rapid technological innovation and superior product and service quality demands.

The MBA degree program consists of a prescribed pattern of graduate courses. The entire program is based on a common core of courses that examines the functions of the executive and the environment of the administrator. Beyond this core, the student may choose to study in depth any of a number of particular fields in Business Administration.

The majority of classes are conducted in the evening and on some Saturdays. Special weekend accelerated classes are held for students wishing to complete their degree more rapidly. This program flexibility enables professionally employed students to earn an advanced degree under the direction of faculty members who possess excellent academic credentials and pragmatic business expertise.

### Goals and Objectives

The MBA program's objectives are to develop:

- management skills for business, government, health care and nonprofit organizations;
- ethical standards to provide a framework for responsible decision-making;
- problem-solving and critical-thinking skills;
- computer skills to utilize technology in making organizations more efficient and competitive;
- global awareness as more businesses compete in a world marketplace.

To help students achieve these objectives, the University relies on faculty members who are ded-

icated to teaching. The faculty combines broad business experience and academic training that help to make the learning experience at Sacred Heart University unique.

### 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 grade point average (GPA), GMAT score, writing sample and work experience will be considered in the admission process. Applicants must be able to demonstrate computer literacy. A personal interview is encouraged and may be required.

Acceptance is determined by using the following formula:

- Undergraduate GPA multiplied by 200 (minimum GPA of 2.5 to be considered)

plus

- GMAT (minimum score of 400)

or

- Number of years of relevant work experience multiplied by 50 (must have eight years minimum work experience)

A minimum score of 1,000 is needed for acceptance.

An applicant will be accepted if he or she has completed another master's degree.

Upon acceptance, students will receive a copy of their planned academic program. Students are encouraged to meet periodically with their academic advisor to discuss academic progress, career issues and special needs.

### 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.

Applications for readmission must be submitted to the Office of Graduate Admissions 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 48 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 48 credit hours or fewer than 600-level courses. Depending on undergraduate preparation, students can 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 33 credit hours must be taken at Sacred Heart University. Students who have weak undergraduate grades or have not taken undergraduate business courses in accounting, statistics and economics will be required to take the 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

### Required Courses

AC 610 Accounting for Decision-Making and Control	3 credits
BU 601 Organizational Management and Business Communication	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 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 (choose five 600-level courses)	

## MBA Waiver Policy

### Prerequisite Course Equivalents

To apply for prerequisite undergraduate credit equivalents, a student must have had grades of C or better and courses must have been taken within the past seven years unless the student has been employed in the capacity where course-specific information is required.

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 macro- and microeconomics—the equivalent of Principles of Economics I and Principles of Economics II at Sacred Heart University; or successfully complete the competency exam developed by the Sacred Heart University Finance/Economics Department.

### Required 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 seven 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 Managerial Accounting at Sacred Heart University.

BU 601: Three credit hours in organization management and three credit hours in business communication—the equivalent of BU 201 Organizational Management and BU 221 Business Communication at Sacred Heart University.

BU 631: Three credit hours in organizational behavior plus three credit hours in psychology—the equivalent of BU 201 Organizational Behavior and PS 101 General Psychology-Scientific Aspects 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 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 chairperson of the Finance/Economics Department.

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 specify four out of their five electives in a business discipline from among the following categories. Students who do not specify a particular area of concentration, but would take a variety of electives, will receive a concentration in Strategic Management.

Accounting  
 Financial Management  
 Health Care Administration  
 Human Resource Management  
 Information Technology Management  
 International Business\*  
 Marketing  
 Strategic Management

\*Students wishing to concentrate in International Business are required to travel abroad to take a course in an international business-related area. This course may be taken at Sacred Heart University in Luxembourg, or a different university. The course must be approved by the MBA director.

### 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 their advisor.

### 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 may be able to use those credits earned in the certificate program toward the master's degree. Contact the program director to determine which, if any, graduate certificate credits may apply. Graduate admissions procedures must be followed.

### Accounting (12 credits)

AC 511*	Corporate Financial Accounting and Reporting	3 credits
AC 610*	Accounting for Decision-Making and Control	3 credits
AC 614	Tax Planning	3 credits
AC 615	Controllershship and Budgeting	3 credits
AC 616	Accounting for Nonprofit Organizations	3 credits
AC 617	Financial Statement Analysis	3 credits
AC 621	Corporate Taxation	3 credits
AC 622	Federal Income Taxation	3 credits
AC 625	International Accounting	3 credits
AC 627	Contemporary Issues in Financial Accounting	3 credits
AC 628	Contemporary Issues in Managerial Accounting	3 credits
AC 629	Contemporary Issues in Auditing	3 credits
AC 630	Accounting Information Systems	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	Investment Management	3 credits
FN 664	Financial Markets	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

\*Required course

**Health Care Administration (12 credits)**

HA 617	Health Care Budgeting	3 credits
HA 620	Health Care Economics	3 credits
HA 640	Health Services and the Law	3 credits
HA 650	Research Methods in the Health Services	3 credits
HA 675	Hospital Administration	3 credits
HA 676	Total Quality Management/Continuous Quality Improvement in Health Care	3 credits
HA 684	Future Trends in Health Care	3 credits
HA 685	Seminar on Managed Care	3 credits

**Human Resource Management (12 credits)**

BU 621	Comparative Management and Intercultural Communication	3 credits
BU 631*	Organizational Behavior	3 credits
BU 632	Managing Change	3 credits
BU 635*	Human Resource and Career Development	3 credits
BU 636	Legal Issues in Human Resource Management	3 credits
BU 638	Staffing and Employee Relations	3 credits
BU 667	Team Management	3 credits
BU 673	Total Quality Management	3 credits

\*Required course

**Information Technology Management (12 credits)**

BU 641*	Dynamics of Information Technology	3 credits
BU 646	Data Communications and Networks	3 credits
BU 647	Systems Analysis, Design and Development	3 credits
BU 650	Database, Warehouse and Mining Design and Analysis	3 credits
BU 652	Project Management	3 credits
BU 653	International E-commerce and the Internet	3 credits
BU 675	International Technology 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	International E-commerce and the Internet	3 credits
BU 665	International Business	3 credits
BU 668	The European Union	3 credits
BU 675	International Technology Management	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

**Marketing (12 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 663	Sales Management and Negotiations	3 credits

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MK 668	International Marketing	3 credits
MK 669	Contemporary Issues in Marketing	3 credits
MK 671	Contemporary Issues in Retailing	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 fairly 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 policy and economic fluctuations. Topics in microeconomics include: supply and demand, price determination, costs, profit, imperfect markets and income distribution.

### Required Courses

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

*Prerequisite:* No prerequisite (AC 511 Corporate Financial Accounting and Reporting is strongly

recommended.) 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 Organizational Management and Business Communication 3 CH**

Examines and analyzes principles of planning, organizing, leading and controlling the activities of business, government and other organizations in a globally competitive environment. Focus is on developing students' knowledge of these areas, but also developing their business communication skills, especially in the areas of written analytical skills and oral communication skills.

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

Provides students with the analytical tools to understand the behavioral aspects of an organization relevant to managerial decision-making. Emphasis is on micro-organizational relationships examined through selective research findings, cases and group experiences. Topics include: individual differences, group dynamics, interpersonal communication, leadership, motivation, group decision-making and organizational change.

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

Studies the legal environment in which business organizations function, the nature of law and the factors that shape it. Recent trends of public control in areas such as regulation of commerce, competition, freedom of contract and the management of intellectual capital are emphasized. This course also explores legal aspects of the development and operation of companies engaged in global business.

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

Provides topical coverage of contemporary infor-

mation 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 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 and/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 deal 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 and must be taken as one of the last two courses in the program. 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.

**EC 621 Managerial Economics 3 CH**

*Prerequisites:* EC 511 Economics Principles (MA 510 Calculus for Decision-Making is strongly recommended). Studies the integration of the managerial decision-making process and the main ele-

ments of short- and long-range planning with applicable economic theory. Topics include: risk analysis and planning for profit, with appropriate emphasis on concepts and tools of analysis. 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 614 Tax Planning 3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Introduces federal taxation and its impact on business decision-making. Provides an overview of the basics of federal taxation and tax planning opportunities, as well as an understanding of tax planning for personal and business situations and the interrelationship of tax-planning decisions. Topics include: individual income taxes, corporations, partnerships, income taxation of estates, trusts and estates and gift taxes.

**AC 615 Controllership 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 616 Accounting for Nonprofit Organizations 3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Studies the specialized area of fund accounting, emphasizing various management controls used in nonprofit organizations. Included are overviews of reporting systems, account classifications, information reporting, budget preparation, internal auditing and cost measurement. Areas of concentration include: government and other nonprofit organizations such as universities and health organizations.

**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 Corporate Taxation 3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Analyzes basic federal income tax provisions affecting corporations and shareholders. Topics include: organization of the corporation, corporate capital structure, corporate distributions, stock redemptions, bailout techniques and liquidations.

**AC 622 Federal Income Taxation 3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Studies tax policy and basic principles of federal income tax law. Taught at an advanced level of inquiry, topics include: key con-

cepts of gross income, adjusted gross income, deductions, exemptions, credit and special tax computations. Special attention is given to the provisions of the IRS code affecting individual taxpayers.

**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 627 Contemporary Issues in Financial Accounting 3 CH**

*Prerequisite:* AC 511 Corporate Financial Accounting and Reporting. Emphasis is on the usefulness 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.

**AC 628 Contemporary Issues in Managerial Accounting 3 CH**

*Prerequisite:* AC 610 Accounting for Decision-Making and Control. Explores critical issues facing accounting and financial managers in the current business environment. Topics include: state-of-the-art managerial accounting practices, performance evaluation and managerial compensation systems, agency theory and modern managerial control systems.

**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.

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

*Prerequisite:* FN 660 Financial Management. Analyzes operations of commercial banks and other financial institutions. Examines money, credit and interest rates, as well as contemporary monetary theories. Surveys recent developments and their implications to financial institutions.

**FN 662 Corporate Finance** 3 CH

*Prerequisite:* FN 660 Financial Management. Studies corporate investments and capital structure. Topics include: risk and leverage with respect to capital budgeting and capital structure, working capital management, dividend theory and policy.

**FN 663 Investment Management** 3 CH

*Prerequisite:* FN 660 Financial Management. Examines the risk and return characteristics of the wide variety of domestic and international equity and debt investment products available. Topics include: investors' constraints and objective setting, fundamental and technical analysis, efficient market theory and investment research procedures.

**FN 664 Financial Markets** 3 CH

*Prerequisite:* FN 660 Financial Management. Examines the whole spectrum of money and capital markets and the sectors that participate in them. Explores the determination of the level and structure of interest rates, the role of the Federal Reserve in financial markets and government policies to stabilize and regulate the financial market system.

**FN 665 International Financial Management** 3 CH

*Prerequisite:* FN 660 Financial Management. A study of financial management concepts and techniques, applied to companies with international operations. Topics include: foreign currency spot-and-forward contract pricing; impacts of foreign inflation, exchange and country risk on investment decision-making; 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

*Prerequisites:* FN 660 Financial Management and FN 665 International 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

*Prerequisites:* FN 660 Financial Management and FN 663 Investment 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**

*Prerequisites:* AC 511 Corporate Financial Accounting and Reporting and 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.

**Health Care Administration**

**HA 617 Health Care Budgeting 3 CH**

Focuses on understanding the financial environment of health systems. Specific financial tools are examined along with their utilization and application to health care systems. Various private and governmental payment systems are examined in relation to budgeting and cost controls, with the goal of improving health care operations.

**HA 620 Health Care Economics 3 CH**

*Prerequisite:* EC 511 Economics Principles. Explores the determinants of demand for health services, including health insurance; supply functions of facilities and manpower; price determination and utilization; public intervention through financing, regulation, licensure and planning; and cost-benefit analysis in health care.

**HA 640 Health Services and the Law 3 CH**

*Prerequisite:* BU 601 Organizational Management and Business Communication. Examines major issues in law of direct importance to professional practice in health services administration. The legal frameworks of health organizations and medical practice, contracts, affiliations and mergers, consent, patients' rights, clinical and social research, mental health laws, health care liability, property and legal death are also discussed.

**HA 650 Research Methods in the Health Services 3 CH**

*Prerequisites:* BU 543 Statistics for Decision-Making and BU 601 Organizational Management and Business Communication. Applies scientific methodology to problems in the social sciences, specifically related to management of health care and discipline-specific issues. Quantitative, qualitative and evaluative methods are discussed. Students critically review the literature related to health care management with an understanding of the nature of the integrative literature review and its usefulness in developing a research proposal. Statistical methods and concepts are reviewed and expanded to promote an understanding within the context of a proposal.

**HA 675 Hospital Administration 3 CH**

*Prerequisite:* BU 601 Organizational Management and Business Communication. This course is designed to increase students' understanding of the role of hospitals in the total health care system. Attention is given to examining the role of governing boards, physician involvement, regulatory bodies and cost containment.

**HA 676 Total Quality Management/Continuous Quality Improvement in Health Care 3 CH**

*Prerequisite:* BU 601 Organizational Management and Business Communication. Designed for business professionals interested in understanding TQM/CQI in relation to health care industries, this course focuses on the basic theories of TQM/CQI and the development and implementation of quality systems in health care settings. Federal, state and regional accreditation standards in relation to quality are included.

**HA 684 Future Trends in Health Care 3 CH**

*Prerequisite:* BU 601 Organizational Management and Business Communication. Explores trends driving changes in health care. Topics include:

customer relationship management, health care politics, information technology as an enabler, clinical care improvement and the expectations of informed health care consumers.

**HA 685 Seminar on  
Managed Care** 3 CH

*Prerequisite:* BU 601 Organizational Management and Business Communication. Designed to increase students' knowledge of the basic theory and philosophy of managed care delivery systems, including current concepts and issues. Special attention is given to the application of managed care theory in today's health care environment.

**Human Resource Management**

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

*Prerequisite:* BU 601 Organizational Management and Business Communication. 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

Examines the strategy and techniques for successfully introducing and managing change in organizations. 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 635 Human Resources and  
Career Development** 3 CH

*Prerequisite:* BU 601 Organizational Manage-

ment and Business Communication. 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 638 Staffing and Employee  
Relations** 3 CH

*Prerequisite:* BU 601 Organizational Management and Business Communication. Focuses on how manpower is organized and deployed in various types of organizations. Explores the employer-employee relationship as well as the impact of unionization.

**BU 667 Team Management** 3 CH

Examines the use of teams to accomplish organizational strategies. Topics include: team leadership, goal-setting, group dynamics, group decision-making, diversity and multicultural issues.

**BU 673 Total Quality  
Management** 3 CH

*Prerequisite:* BU 601 Organizational Management and Business Communication. 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 689 Contemporary Issues in Business Ethics** 3 CH

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 and cultures. Guest lecturers from various businesses and areas of responsibility are invited to present their views and experiences.

**Information Technology Management**

**BU 646 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 647 Systems Analysis, Design and Development** 3 CH

*Prerequisite:* BU 641 Dynamics of Information Technology. Reviews systems analysis and design through the systems development life-cycle methodology, starting with the concept/feasibility phase and ending with the implementation and follow-up phases. Emphasis is on systems analysis and design tools, vendor selection, rapid prototyping, user commitment, make versus buy decisions, testing, training and cutover.

**BU 650 Database, Warehouse and Mining Design and Analysis** 3 CH

*Prerequisite:* BU 641 Dynamics of Information Technology. Focuses on the theoretical and practical aspects of data files, databases and warehouse systems and software. Topics include: data models, data structures, storage structures and devices, data mining, importance of data as an organizational resource, and the security and integrity of databases.

**BU 652 Project Management** 3 CH

Evaluates issues, concepts and tools for successfully managing various programs and projects ranging from strategic enterprise-wide initiatives to limited-scope projects. Topics include: planning, organization and staffing, project management, scheduling, budgeting/funding, estimating and controlling, starting with project inception and feasibility through ultimate project completion and termination. Managing expectations, teams, risk and change management are also explored.

**BU 653 International E-commerce and the Internet** 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 675 International Technology Management** 3 CH

*Prerequisite:* BU 641 Dynamics of Information Technology. Explores how to effectively manage technical professionals in a global environment. This course focuses on setting goals and evaluating performance for individuals and project teams. Emphasis is on the needs of the technical professional in terms of leadership, planning, communication, motivations, team building, project management and conflict resolution skills in an international context.

**International Business****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.

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

*Prerequisite:* BU 601 Organizational Management and Business Communication. Develops the 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, content specificity of management techniques, and ensuring effective communications across cultures.

**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 653 International E-commerce and the Internet** 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 an 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 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 668 The European Union** 3 CH

Develops a working understanding of the European Union (EU) and its worldwide impact.

Topics include: history of EU integration; requirements for membership; monetary, fiscal and legal institutions developed to integrate the social and economic policies of the member countries; and comparison of international trade between the major trade blocs.

**BU 675 International Technology Management 3 CH**

*Prerequisite:* BU 641 Dynamics of Information Technology. Explores how to effectively manage technical professionals in a global environment. Focuses on setting goals and evaluating performance for individuals and project teams. Emphasis is on the needs of the technical professional in terms of leadership, planning, communication, motivations, team building, project management and conflict resolution skills in an international context.

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

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

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

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 and cultures. Guest lecturers from various businesses and areas of responsibility are invited to present their views and experiences.

**FN 665 International Financial Management 3 CH**

*Prerequisite:* FN 660 Financial Management. A study of financial management concepts and techniques, applied to companies with international operations. Topics include: foreign currency spot-and-forward contract pricing; impacts of foreign

inflation, exchange and country risk on investment decision-making; 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**

*Prerequisites:* FN 660 Financial Management and FN 665 International 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.

**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.

**Marketing**

**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 663 Sales Management and Negotiations** 3 CH

*Prerequisite:* MK 661 Marketing Management. Focuses on studying the sales management function as it interacts with and relates to the rest of the organization. Planning, organizing, directing, compensating and monitoring the sales function are examined. In addition, negotiation and deal-making skills are developed in an intercultural setting. 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.

**MK 671 Contemporary Issues in Retailing** 3 CH

*Prerequisite:* MK 661 Marketing Management. Examines current issues in retailing such as mergers, acquisitions, developing markets, opportunities and threats of shifts in demographics on retailing strategy, and leadership. Class structure is a combination of classroom lectures and presentations by prominent corporate executives with experience in leading domestic and international retail corporations.

***Strategic Management***

For the Strategic Management concentration students may choose any five electives across all disciplines, including but not limited to the following courses.

**BU 610 Entrepreneurship** 3 CH

*Prerequisite:* MK 661 Marketing Management. Explores various aspects of starting or buying a small business. Student teams are required to develop a complete business plan. Case studies are used to help students understand the principles used to create a plan that can be financed and implemented.

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

*Prerequisite:* BU 601 Organizational Management and Business Communication. 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**

Examines the strategy and techniques for successfully introducing and managing change in organizations. 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 Organizational Management and Business Communication. 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 638 Staffing and Employee Relations 3 CH**

*Prerequisite:* BU 601 Organizational Management and Business Communication. Focuses on how manpower is organized and deployed in various types of organizations. Explores the employer-employee relationship as well as the impact of unionization.

**BU 646 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 647 Systems Analysis, Design and Development 3 CH**

*Prerequisite:* BU 641 Dynamics of Information Technology. Reviews systems analysis and design through the systems development life-cycle methodology, starting with the concept/feasibility phase and ending with the implementation and follow-up phases. Emphasis is on systems analysis and design tools, vendor selection, rapid prototyping, user commitment, make versus buy decisions, testing, training and cutover.

**BU 650 Database, Warehouse and Mining Design and Analysis 3 CH**

*Prerequisite:* BU 641 Dynamics of Information Technology. Focuses on the theoretical and practical aspects of data files, databases and warehouse systems and software. Topics include: data models, data structures, storage structures and

devices, data mining, importance of data as an organizational resource, and the security and integrity of databases.

**BU 652 Project Management 3 CH**

Evaluates issues, concepts and tools for successfully managing various programs and projects ranging from strategic enterprise-wide initiatives to limited-scope projects. Topics include: planning, organization and staffing, project management, scheduling, budgeting/funding, estimating and controlling, starting with project inception and feasibility through ultimate project completion and termination. Managing expectations, teams, risk and change management are also explored.

**BU 653 International E-commerce and the Internet 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 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 667 Team Management 3 CH**

Examines the use of teams to accomplish organizational strategies. Topics include: team leadership, goal-setting, group dynamics, group decision-making, diversity and multicultural issues.

**BU 668 The European Union 3 CH**

Develops a working understanding of the European Union (EU) and its worldwide impact. Topics include: history of EU integration; requirements for membership; monetary, fiscal and legal institutions developed to integrate the social and economic policies of the member countries; and comparison of international trade between the major trade blocs.

**BU 673 Total Quality Management 3 CH**

*Prerequisite:* BU 601 Organizational Management and Business Communication. 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 675 International Technology Management 3 CH**

*Prerequisite:* BU 641 Dynamics of Information Technology. Explores how to effectively manage technical professionals in a global environment. This course focuses on setting goals and evaluating performance for individuals and project teams. Emphasis is on the needs of the technical professional in terms of leadership, planning, communication, motivations, team building, project management and conflict resolution skills in an international context.

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

*Prerequisite:* BU 601 Organizational Management and Business Communication. Examines current

events and issues as they relate to global management and international business.

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

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 and cultures. Guest lecturers from various businesses and areas of responsibility are invited to present their views and experiences.

