

# College of Business

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## 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 its 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)

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The University's Master of Business Administration (MBA) program is designed to prepare individuals for successful careers in the ever-changing and complex world of business—one that is increasingly global and in need of socially responsible and ethical decision-makers and leaders.

The MBA program—through its curriculum and teaching—places strong 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.

The majority of classes are conducted in the evening. The program primarily serves professionally employed students who want 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 decision-making skills for business, government, health care, and nonprofit organizations;
- ethical standards to provide a framework for responsible decision-making;
- critical thinking, problem-solving, and analytical skills in order to respond quickly and creatively to today's business problems;
- computer skills to utilize technology in making organizations more efficient and competitive;
- effective communication and team-building skills in order to bolster organizational effectiveness;
- global awareness as more businesses compete in a world marketplace and the workplace itself becomes more diverse and multicultural.

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 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, written personal statement, work experience, and recommendations will be considered in the admission process. Applicants should have strong written and oral communication skills and be computer literate. A personal interview may be required. 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 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. 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 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 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
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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 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

Choose 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 Economics I and Principles of Economics 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 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/CA 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 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 Finance/Business 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 prefer to take a customized assortment of five electives across Management, Finance, or Accounting receive a Management concentration.

Accounting

Finance

Management

## 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 615	Controllershship and Budgeting	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 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	Investment Management	3 credits
FN 665	International Financial Management	3 credits
FN 667	International Financial Markets	3 credits
FN 668	Portfolio Management	3 credits

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FN 669	Contemporary Issues in Finance	3 credits
FN 670	Mergers, Acquisitions and Joint Ventures	3 credits
FN 672	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

### **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 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 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, types of costs, profit, imperfect markets and income distribution.

### **Core Courses**

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

*Prerequisite:* No prerequisite. 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 not only on developing students' knowledge of these areas, but also on developing their business skills, especially in the areas of analysis and written and oral communication.

**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 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 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 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 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**

*Prerequisite:* BU 543 Statistics for Decision-Making and 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: 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 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 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 concepts 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 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 consti-

tutes 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 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.

### **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, 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 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.

### **FN 672 Risk Management 3 CH**

*Prerequisite:* FN 660 Financial Management. This course attempts to answer the following questions: What are derivative securities and how can they be used in corporate strategy and risk management? The course will involve some theory about the mathematical foundation needed to analyze, design, price, and use derivative instruments in a managerial context. Basic derivative contracts such as forward, futures, option, and swap will be covered, as well as the pricing of these claims, arbitrage and hedging in these markets. Finally, students will apply the concepts developed in this course to real-life situations through cases studies.

## **Management**

### **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 647 Systems Analysis and Design** 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 Databases and Data Mining** 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 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

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 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 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 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.

**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 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.

**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.