JOHN F. WELCH COLLEGE OF BUSINESS

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

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

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

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

Graduate Programs Offered
The College of Business offers the Masters in Business Administration (MBA), the Masters of Science in Digital Marketing, and the Masters of Science in Human Resource Management.
Master of Business Administration (MBA)

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

The MBA program is built on the pillars of:

- Leadership
- Commitment to fostering up-to-date, cutting edge knowledge of business disciplines
- Ethical responsibility
- Global awareness

The MBA program is focused on the development of certain key competencies:

- Executional excellence and continuous improvement through attention to detail, rigorous analysis, and decision-making
- Accountability for decisions and actions of team and self, putting team goals ahead of individual goals, with the focus on contribution to the organization
- Persuasive communication that is articulate, candid, to the point, and leads to action
- Personal and professional interest and the belief that every person deserves space and dignity

Casses are conducted in the evening. The program serves both professionally employed students and accomplished students who recently received their undergraduate degrees. Both segments earn an advanced degree under the direction of faculty members who possess both academic credentials and pragmatic business expertise.

PROGRAM OBJECTIVES

The Welch MBA program goals:

- Our graduates will have a broad understanding of the business disciplines and functional skills critical to their roles as business professionals.
- Our graduates will explore ethical standards of behavior and develop their own frames of reference and standards to guide their professional behavior.
- Our graduates will have the oral and written communication skills required to compete effectively in the workplace.
- Our graduates will be able to identify factors that affect business practices in the global environment and propose decisions and actions that are appropriate in specific situations.
- Our graduates will be decision-makers and critical thinkers who use analytic and problem-solving skills.
- Our graduates will have an understanding of leadership theory and demonstrate managerial skills with an understanding of the global environment.

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

THE WELCH MBA

The Welch MBA represents a new approach to graduate business education. The multidiscipline approach is structured to enable students to move beyond functional
expertise to true leadership skill. In addition to personalized professional planning, the program features an integrated core taught in a “business process” approach. This core combines readings, case studies, and deliverables to provide a content-rich, stimulative learning experience.

ADMISSION REQUIREMENTS

Individuals who hold a bachelor’s degree in any academic discipline from an accredited institution will be considered for admission to the MBA program. The applicant’s undergraduate and post-graduate studies, gMAT score, essay, work experience and recommendations are considered in the admission process.

Applicants with an undergraduate degree in business and satisfactory course work in Microeconomics, Macroeconomics and statistics from an accredited institution are generally eligible for the 36-credit program of study. Applicants without an undergraduate degree in business are generally required to complete an additional 6 credits of coursework.

In general, the minimum requirements for admission to the MBA program are an undergraduate GPA of 3.0 on a scale of 4.0, a gMAT score of 400 and two years of full-time professional work experience (excluding internships). The work experience must be significant and demonstrate:

• Oversight responsibility for the work of others, or
• Accountability for the tangible or intangible assets or accounts of others, or
• Responsibility for certifying the successful outcome of the work of others, or
• Acquiring/analyzing data for the benefit of an employer or client

A current resume and employer reference must be submitted with the application. Meeting the minimum admission requirements is no guarantee of acceptance into the program.

For those applicants without full-time work experience, the minimum gMAT score is generally 500, with an undergraduate GPA of 3.0.

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

GMAT WAIVER POLICY

As a general policy, The Welch College of Business requires the gMAT of all applicants. GMAT waiver requests for the MBA and Masters in Digital Marketing program are considered on a case-by-case basis and are based on a combination of advanced academic credentials with a substantial history of professional achievement. Waivers are not automatic for any candidate.

Eligibility

• Those candidates who hold a graduate degree from an accredited institution and who graduated with an overall grade point average of 3.0 or better (or the equivalent of a “B” average under the system used by that institution). This includes terminal degrees such as J.D., Ph.D., or M.D.
• Those candidates who possess a recognized quantitative certification such as a CPA, CFA, CMA, CIA, or CFP.
• Those candidates who complete a graduate Business Program certificate at sacred heart university with a minimum grade point average of 3.5.
• Those candidates with 5 or more years of substantive work experience. Factors considered include scale and scope of responsibilities, managerial scope, and accountability for final fiscal or economic results including certification of the work.
of others and data analysis for clients or employer. A letter from an employer or supervisor detailing specific work responsibilities is required, but may be included in a letter of recommendation.

MBA CONTINUOUS ENROLLMENT POLICY
Graduate students in the MBA program must maintain continuous enrollment in the program. Students who fail to enroll for two consecutive terms (exclusive of summer term) must reapply for admission. The MBA Director may require the student to meet current admissions requirements as a condition of readmission. Applications for readmission should be submitted to the MBA office and will be reviewed by the MBA Director. Students who are readmitted must adhere to the guidelines and curriculum in effect at the date of readmission.

DEGREE REQUIREMENTS
A total of 36 credit hours of graduate coursework and a minimum GPA of 3.0 are necessary for completion of the Welch MBA program for candidates who are waived from the foundational coursework. Those who are not waived will need up to six additional credit hours of foundational coursework. In all cases, a minimum of 27 credit hours must be taken in sacred heart university’s Welch MBA program.

COURSE WAIVER POLICY
Upon application, transcripts will be reviewed for possible course waivers. For students transferring from another accredited graduate program, the MBA Director will review transcripts and make a determination of course equivalency. A maximum of nine credits, plus the foundation courses, can be transferred. The two foundation courses, as well as WGB 601 and WGB 603 have formal waiver requirements. It is important to note that a strong working knowledge of economics, accounting and finance is required for the integrated core courses (WGB 640 and WGB 641).

WGB 520 can be waived for those who have completed three credit hours in Microeconomics, Macroeconomics and three credit hours in statistics with grades of B or better in all.

WGB 521 can be waived for those with an undergraduate degree in business or in exceptional situations upon review of candidate work and academic experience by the MBA Director.

WGB 601: For those who have completed twelve credit hours in Accounting, including three credit hours in Financial Accounting and three credit hours in information Technology with grades of B or better within the last two years or have received an undergraduate degree in Accounting within the last three years in both, WGB 601 can be substituted with either AC 610 or AC 617.

WGB 603: For those who have completed twelve credit hours in Finance, including three credits of Financial Management with grades of B or better within the last two years, or have received an undergraduate degree in Finance within the last three years or, WGB 603 can be substituted by an elective in Finance

FOUNDATION COURSES

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>WGB 520</td>
<td>Introduction to Economics and Statistics</td>
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<tr>
<td>WGB 521</td>
<td>Fundamentals of Management</td>
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</tbody>
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PROGRAM COURSES

Planning and Assessment

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>WGB 600</td>
<td>Professional Planning (1 credit)</td>
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Breadth Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>WGB 601</td>
<td>Accounting and Information systems (3 credits)</td>
</tr>
<tr>
<td>WGB 603</td>
<td>Financial Management (3 credits)</td>
</tr>
<tr>
<td>WGB 612</td>
<td>Leading and Influencing with Integrity (3 credits)</td>
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</tbody>
</table>
WGB 614 Social and Legal Responsibilities in Business (3 credits)

Integrated Core Courses
WGB 640 and WGB 641 Dynamic Business Management I and II (6 credits each, total of 12 credits)

Electives
Three 600-level courses (9 credits)

Capstone Course
WGB 691 Welch Competency Demonstration and Implementation (2 credits)

MBA CONCENTRATIONS
Students may choose among four concentrations: Accounting, Finance, Management, or Marketing. There are some restrictions on available concentrations for students who intend to take their coursework exclusively at the Luxembourg campus. Students who choose Accounting, Finance, Management, or Marketing must take three electives in the respective discipline. Students who do not meet the elective requirements for a concentration will simply receive an MBA.

Masters of Science in Digital Marketing (MSDM)

ANCA C. MICU, PHD
Faculty Director, MSDM
Associate Professor and Chair, Marketing and Sport Management
Welch College of Business
Sacred Heart University
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The new Master of Science in Digital Marketing Program will fill a growing demand from employers for professionals educated in all aspects of digital marketing. Students who complete the new MS in Digital Marketing will:

- Gain foundational marketing knowledge;
- Get an overview of digital marketing’s scope and purpose;
- Gain knowledge of today’s digital marketing tools and their impact on business;
- Learn about methods for creating synergy and consumer segmentation;
- Learn about the development and use of digital marketing plans;
- Be aware of the ethical dimensions related to the digital marketing realm;
- Gain helpful information on calculating return on digital marketing investment
- Learn about online marketing tools and strategies (including display advertising, e-mail marketing, affiliate marketing, social media, copywriting for the Web, search engine optimization (SEO), search engine marketing (SEM), and Web analytics).

The Masters in Digital Marketing program requires the completion of 36 credits as outlined below:

MARKETING STRATEGY FOUNDATION (9 CREDITS)
MK 661 Marketing Management
MK 651 Marketing Research
MK 658 Consumer Behavior

WEB PAGE DEVELOPMENT AND DESIGN FOUNDATION (9 CREDITS)
CS 500 Intro to Structured Programming
CS 554 Fundamentals of Interactive Media
CS 553 Web Design w/ Java
CS 550 Dynamic Web Page Development
DIGITAL MARKETING MODULE  
(12 CREDITS)

MK 670  Digital Marketing
MK 675  Marketing Analytics
MK 699  Applied Topics Course (topics rotate every trimester)
MK Elective  (students choose an additional graduate marketing course)

CAPSTONE PROJECT OR THESIS  
(6 CREDITS)

Candidates with an undergraduate degree other than business will have to take 6 additional credits (2 courses) before they start the program. The 6 credits are:

WGB 520  Intro to Economics & Statistics  
(can be waived with proven coursework in statistics)
WGB 521  Fundamentals of Management  
(can be waived with proved coursework in management)

In general, the minimum requirements for admission to the MSDM program are an undergraduate GPA of 3.0 on a scale of 4.0, a GMAT score of 400 and two years of full-time professional work experience (excluding internships). The work experience must be significant and demonstrate:

- oversight responsibility for the work of others, or
- accountability for the tangible or intangible assets or accounts of others, or
- responsibility for certifying the successful outcome of the work of others, or
- acquiring/analyzing data for the benefit of an employer or client.

A current resume and employer reference must be submitted with the application. Meeting the minimum admission requirements is no guarantee of acceptance into the program.

For those applicants without full-time work experience, the minimum GMAT score is generally 500, with an undergraduate GPA of 3.0.

GMAT WAIVER POLICY

As a general policy, The Welch College of Business requires the GMAT of all applicants for the Masters in Digital Marketing program. Waivers are considered on a case-by-case basis and are based on a combination of advanced academic credentials with a substantial history of professional achievement. Waivers are not automatic for any candidate but guidelines are similar to those for the MBA program provided above.

Masters of Science in Human Resource Management (MSHRM)

LEANNA LAWTER, PH.D.
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Assistant Professor
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lawterl@sacredheart.edu

The Masters of Science in Human Resources is designed for human resource professionals seeking upward mobility in the HR field and for professionals wishing to enter the HR field. The Masters in Human Resource Management focuses on developing quantitative skills and high level critical thinking skills that are necessary to succeed in a global business environment.

In general, the minimum requirements for admission to the MSHRM program are an undergraduate GPA of 3.0 on a scale of 4.0, and three years of full-time professional work experience (excluding internships). The work experience must be significant and demonstrate:

- oversight responsibility for the work of others, or
- accountability for the tangible or intangible assets or accounts of others, or
• responsibility for certifying the successful outcome of the work of others, or
• acquiring/analyzing data for the benefit of an employer or client.

A current resume and employer reference must be submitted with the application. Meeting the minimum admission requirements is no guarantee of acceptance into the program.

**Career Development**

The career Development office offers graduate business 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 graduate professional certificate.

Students who have successfully completed a graduate certificate may apply to the master’s program and, upon acceptance, may be able to use credits earned in the certificate program toward the master’s degree. Students currently matriculated in the master’s program are not eligible for a graduate certificate. Also, an individual course may not be used for multiple certificates. Admission procedures and requirements may vary by graduate certificate program.

Contact the MBA office or graduate Admissions for further information on the graduate business certificates offered in Accounting, Corporate Finance, Global Investments, International Business, Leadership, and Marketing.

**ACCOUNTING (12 CREDITS PLUS PREREQUISITE IF REQUIRED)**

**Prerequisite**

WGB 601 Accounting and Information Systems (3 credits)

**Required Course**

AC 615 Managerial Controls and Budgeting (3 credits)

3 elective Courses from the following:

- AC 610 Accounting for Decision-Making and Control (3 credits)
- AC 617 Financial Statement Analysis (3 credits)
- AC 621 Federal Taxation (3 credits)
- AC 622 Advanced Federal Taxation (3 credits)
- AC 625 International Accounting (3 credits)
- AC 629 Contemporary Issues in Auditing (3 credits)
- AC 699 Contemporary Issues in Accounting (3 credits)

**CORPORATE FINANCE (12 CREDITS PLUS PREREQUISITE IF REQUIRED)**

**Prerequisite**

WGB 601 Accounting and Information Systems (3 credits)

**Required Courses**

- WGB 603 Financial Management* (3 credits)
- FN 662 Corporate Finance (3 credits)

2 elective courses from the following:

- FN 661 Global Financial Markets and Institutions (3 credits)
- FN 663 Global Investments (3 credits)
- FN 665 International Financial Management (3 credits)
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>FN 669</td>
<td>Global Financial Crisis and Risk Management</td>
<td>3</td>
</tr>
<tr>
<td>FN 670</td>
<td>Mergers, Acquisitions and Joint Ventures</td>
<td>3</td>
</tr>
<tr>
<td>FN 672</td>
<td>Derivatives and Risk Management</td>
<td>3</td>
</tr>
<tr>
<td>FN 675</td>
<td>Financial Regulatory Compliance</td>
<td>3</td>
</tr>
<tr>
<td>AC 617</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>FN 669</td>
<td>Global Financial Crisis and Risk Management</td>
<td>3</td>
</tr>
<tr>
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<tr>
<td>FN 672</td>
<td>Derivatives and Risk Management</td>
<td>3</td>
</tr>
<tr>
<td>FN 675</td>
<td>Financial Regulatory Compliance</td>
<td>3</td>
</tr>
<tr>
<td>AC 617</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
</tbody>
</table>

*If WGB 603 is waived, the student will select a third elective course.

### Global Investments (12 Credits Plus Prerequisite if Required)

<table>
<thead>
<tr>
<th>Prerequisite</th>
<th>Financial Management* (3 credits)</th>
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<tbody>
<tr>
<td>Required Course</td>
<td></td>
</tr>
<tr>
<td>FN 663</td>
<td>Global Investments (3 credits)</td>
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</tbody>
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### 3 Elective Courses from the Following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>FN 661</td>
<td>Global Financial Markets and Institutions</td>
<td>3</td>
</tr>
<tr>
<td>FN 668</td>
<td>Portfolio Management</td>
<td>3</td>
</tr>
<tr>
<td>FN 669</td>
<td>Alternative Investments</td>
<td>3</td>
</tr>
<tr>
<td>FN 670</td>
<td>Mergers, Acquisitions and Joint Ventures</td>
<td>3</td>
</tr>
<tr>
<td>FN 672</td>
<td>Derivatives and Risk Management</td>
<td>3</td>
</tr>
<tr>
<td>FN 675</td>
<td>Financial Regulatory Compliance</td>
<td>3</td>
</tr>
<tr>
<td>FN 699</td>
<td>Financial Crisis and Risk Management</td>
<td>3</td>
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</table>

### Leadership Certificate (12 Credits) Prerequisite

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>WGB 521</td>
<td>Fundamentals of Management</td>
<td>3</td>
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### Required Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>WGB 612</td>
<td>Leading and Influencing with Integrity</td>
<td>3</td>
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</table>

### One Course from Group 1

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>BU 621</td>
<td>Comparative Management and Intercultural Communication</td>
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<tr>
<td>or</td>
<td>BU 665</td>
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</table>

### Two Courses from Group 2

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU 610</td>
<td>Entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>BU 632</td>
<td>Managing Change</td>
<td></td>
</tr>
<tr>
<td>BU 667</td>
<td>Team Management</td>
<td></td>
</tr>
<tr>
<td>BU 687</td>
<td>Contemporary Issues in Global Management</td>
<td></td>
</tr>
<tr>
<td>BU 699</td>
<td>Contemporary Topics in Management</td>
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### Marketing (12 Credits)

### Required Course

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MK 661</td>
<td>Marketing Management</td>
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### 3 Electives from the Following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>BU 610</td>
<td>Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td>MK 650</td>
<td>Product Development and Management</td>
<td>3</td>
</tr>
<tr>
<td>MK 651</td>
<td>Marketing Research</td>
<td>3</td>
</tr>
<tr>
<td>MK 656</td>
<td>Advertising Management</td>
<td>3</td>
</tr>
<tr>
<td>MK 658</td>
<td>Consumer Marketing and Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MK 668</td>
<td>International Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MK 669</td>
<td>Contemporary Issues in Marketing</td>
<td>3</td>
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### Welch MBA Course Descriptions

### Foundation Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>WGB 520</td>
<td>Introduction to Economics and Statistics</td>
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### WGB 520 Introduction to Economics and Statistics

3 CH

Key topics in statistics and economics
will be covered. Economic topics include supply, demand, market equilibrium price and quantity; elasticity; economic cost; economies of scale; perfect completion; monopoly; monopolistic completion; and oligopoly. In addition, macroeconomic terminology of GDP, inflation and unemployment; the basics of the aggregate supply and aggregate demand model; fiscal policy; monetary policy; and the role of exchange rates will be covered. Statistics topics include an introduction to statistical capabilities of excel; graphical descriptive techniques; numerical descriptive techniques and simple linear regression analysis.

**WGB 521 Fundamentals of Management**  
3 CH

Using a framework of managerial roles and competencies, this course explores what management involves, how it affects people within an organization, why it is critical to the effective functioning of an organization, and how the accomplishment of management functions may vary in different cultural contexts. The course surveys competencies and knowledge necessary for successfully facing current challenges in the rapidly changing global business environment.

**PLANNING & ASSESSMENT**

WGB 600 must be taken as first course in the 600 sequence of courses. Foundation courses (500 level) can be taken before, concurrent with or after WGB 600.

**WGB 600 Professional Planning**  
1 CH

Students plan their MBA program based on personal and professional assessments. The course also introduces a management model and managerial thinking. Students review academic, writing, and presentations skills needed to successfully complete the program, complete self assessments, and develop plans for professional development and program completion. Must be taken as first course in the MBA program.

**BREADTH: QUANTITATIVE COMPETENCIES**

Note: students without these competencies must take the courses before the core. Students waived from these courses may substitute two approved AC, EC or FN electives and take at any time during the program.

**WGB 601 Accounting and Information Systems**  
3 CH

Provides an introduction to both accounting and information systems with a focus on the preparation and interpretation of financial statements and the effective planning, implementation and integration of information technology.

**WGB 603 Financial Management**  
3 CH

Provides an introduction to three key areas in finance - financial markets, financial management and valuation- focusing on how capital is effectively raised and invested in a value based management framework. Topics covered include: analysis of firm performance using financial ratios and other measures; techniques to assess new opportunities including new product lines, projects or corporate investments; an introduction to global capital markets; the relationship between risk and return; determinants of a firm’s cost of raising capital and the basic factors impacting the value of financial securities.

**INTEGRATED CORE**

Must be taken in sequence

**WGB 640 and WGB 641 Dynamic Business Management I and II**  
(6 CH each, total of 12 CH)

Prerequisite: WGB 600 and satisfaction of quantitative competencies. Organizational success relies on effectively leading and managing holistically across many disciplines. The integrated core
takes a process-based approach to present fundamental knowledge on accounting, finance, management, marketing, operations, and strategy. Classroom discussions are team taught with multiple professors and senior professional experts using real-life business simulations.

WGB 640 follows the process of developing new business sources, including new products and services. The viewpoint is from the top of the organization and how organizational leaders allocate resources.

WGB 641 takes a more operational viewpoint. This includes the examination of processes involving order management, planning and budgeting, performance measurement, and talent management.

**Breadth: Leadership Competencies**

Both courses are required. Students may take at any point in their program, before the capstone.

**WGB 612 Leading and Influencing with Integrity**
3 CH

Leaders and managers at all levels in organizations must influence others to enable achievement of the organization’s objectives. Leading and influencing with integrity requires understanding of one’s self, other people, the situational and cultural context, as well as both current and future impacts of actions taken. Through course learning experiences students develop individual and organizational strategies to influence others, shape culture, manage change, negotiate, and facilitate employee engagement and performance so that their organizations can contribute to society in ways that are effective, responsible and sustainable.

**WGB 614 Social and Legal Responsibilities in Business**
3 CH

Sustainable organizational practices require managers to pay attention to the economic, environmental and social impact of organizational strategies and actions. This course focuses on ethical and legal issues that organizations and individual managers face in achieving triple bottom line sustainability. Ethical decision-making frameworks provide principles for dealing with challenges posed by technology, globalization and societal changes and for fulfilling personal as well as corporate social responsibility. Legal topics survey business regulation and processes, forms of business organizations, intellectual property and commercial transactions.

**Capstone**

The capstone should be taken as one of the last two courses in the students’ program of study, and after students have successfully completed the breadth and integrated core courses.

**WGB 691 Welch Competency Demonstration and Implementation**
2 CH

Prerequisites: WGB 640 and WGB 641 Dynamic Business Management I and II.

This is the capstone course of the MBA program. Through the Action learning consulting project, cases, readings, and experiential exercises, students hone their management skills and make presentations to business practitioners, non-profit executives and faculty. Seminar topics cover corporate strategy, leadership, and sustainability and. Students prepare an e-portfolio to demonstrate their learning in the program as well as a personal and professional self-development plan.
Accounting Course Descriptions

AC 610 Accounting for Decision Making and Control
3 CH
Prerequisite: WGB 601 Accounting and information systems
Explores the essentials of providing relevant and useful cost and managerial information to both multinational and domestic corporate managers. Ethical aspects of each of these areas are examined. Written assignments, case studies and team presentations comprise much of the classroom interaction.

AC 615 Managerial Controls and Budgeting
3 CH
Prerequisite: WGB 601 Accounting and information systems.
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: WGB 601 Accounting and information systems.
Examines current financial reporting and disclosure practices. Emphasis is on development of the ability to analyze financial statements to evaluate the current financial condition of a firm and assess its future trends. Topics include: use of various ratios to analyze income statements, balance sheets and funds flow.

AC 621 Federal Taxation
3 CH
Prerequisite: WGB 601 Accounting and information systems.
Studies the integration of the managerial decision-making process and the main elements of short and long-range planning with applicable economic theory. Topics include demand analysis and forecasting, risk analysis, and planning for profit under different market structures and government regulations. Students learn the body of useful managerial economic concepts being applied by informed management today.

AC 622 Advanced Federal Taxation
3 CH Prerequisite: AC 621 Federal Taxation.
Introduces and extensively covers the taxation of corporations, including c and s corporations, pass through entities, compensation issues, and consolidated corporate tax returns. Other topics include: corporate organization, earnings and profits, redenptions, liquidations, corporate capital gains and losses, net operating losses, alternative minimum tax, consolidation issues, and international tax issues. In addition, provides a comparative survey of other business entities, including partnerships and limited liability companies.

AC 625 International Accounting
3 CH
Prerequisite: WGB 601 Accounting and information systems.
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: WGB 601 Accounting and information systems.
Emphasizes completion of the audit
engagement. Includes preparation of various reports, other services offered by CPAs, legal liability, ethical and professional responsibilities.

**AC 699 Contemporary Issues in Financial Accounting**

3 CH

Prerequisite: AC 610 Accounting for Decision-Making and control.

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 Course Descriptions**

**FN 661 Global Financial Markets and Institutions**

3 CH

Prerequisite: WGB 603 Corporate Financial Management.

Analyzes modern financial markets from the risk/management and risk measurement perspective. Presents overviews of key theories and recent developments in international securities markets. Emphasis is on managing risk on the balance sheet at various financial institutions. Implications of monetary policy decisions by international monetary authorities are also examined.

**FN 662 Corporate Finance**

3 CH

Prerequisite: WGB 603 Corporate Financial Management.

Examines corporate finance topics including working capital management, financial analysis, leverage, capital structure, capital budgeting and valuation. Emphasis is on creating financial models to analyze issues.

**FN 663 Global Investments**

3 CH

Prerequisite: WGB 603 Corporate Financial Management.

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

**FN 665 International Financial Management**

3 CH

Prerequisite: WGB 603 Corporate Financial Management.

A study of financial management concepts and techniques, applied to international operations. Topics include: foreign currency spot and forward trading; exchange rate systems and determination, and country risk assessment; taxation and regulatory issues of non-U.S. markets; and sources and uses of funds for multinational corporations.

**FN 668 Portfolio Management**

3 CH

Prerequisite: WGB 603 Corporate Financial Management and FN 663

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 Alternative Investments**

3 CH

Prerequisite: WGB 603 Corporate Financial Management.

Examines financial concepts applied to current issues in finance such as risk management products and techniques.
FN 670 Mergers, Acquisitions and Joint Ventures  
3 CH  
Prerequisite: WGB 603 Corporate Financial Management.  
Examines the role of each of these strategies as part of the whole restructuring process faced by corporations in their attempt to compete and grow in the United States and abroad. Emphasis is on each method's strategic and financial advantages. Group analysis of cases and computer applications are utilized.

FN 672 Derivatives and Risk Management  
3 CH  
Prerequisite: WGB 603 Corporate Financial Management.  
An overview of derivative securities and their use in corporate strategy and risk management, this course employs quantitative methods to analyze, design, price and use derivative instruments in a managerial context. Basic derivative contracts such as forward, futures, options and swaps are covered, as well as the pricing of these claims, arbitrage, and hedging in these markets. Students apply the analytical models to real-life situations through case studies.

FN 673 Mathematics for Finance Practitioners  
Risk managers need to have a sound understanding of mathematics and statistics. The course covers important statistical concepts including volatility, regression analysis and hypothesis testing. Popular models of risk measurement, such as Value-at-Risk, factor analysis, Monte Carlo simulations, and stress testing are studied. Functioning of the mathematical/statistical concepts is demonstrated with practical risk management problems, e.g. bond pricing, portfolio credit risk, optimal hedging.

FN 674 Advanced Risk Management  
The complexity of the global financial system makes understanding risk management essential for anyone working in, or planning to work in, the financial sector. As the real economy is also exposed to financial risk, risk management has become more important to non-financial corporates and institutions. Students will become familiar with financial risk assessment and management and the regulations applicable for financial institutions. They will learn how important market participants, such as banks, insurance companies, pension funds, mutual and hedge funds, are looking at risk measurement and management. Risk mitigation strategies are explained.  
Various risk types such as market risk (interest rate risk, cross-currency risk, etc.), credit risk, operational risk, systemic risk are covered and risk management strategies and instruments are analyzed. Recent risk management topics such as counterparty credit risk for derivatives, central clearing and collateralization will be covered.

FN 675 Financial Regulatory Compliance  
3 CH  
This course is designed to enable students to understand the laws, regulations and reporting requirements necessary for financial firms to do business in the United States. It will also serve as an introduction to a career in compliance.

FN 699 Financial Crisis and Risk Management  
3 CH  
Risk management is becoming more important and more complex, while at the same time being viewed by regulators and investors as an essential and integral part of investment governance. The advent of new investment strategies (e.g., hedge funds and private equity) and new investment vehicles (e.g., CDOs and SIVs) has made risk more difficult to measure and to manage. This course reviews and assesses various
techniques, both quantitative and qualitative, for the measurement and management of risk including how to price credit default swaps, counterparty credit risk, stress testing, and portfolio risk.

Management Course Descriptions

BU 610 Entrepreneurship
3 CH
Prerequisites: WGB 601 Accounting and information systems or equivalent, WGB 603 Corporate Financial Management or equivalent and WGB 640 Dynamic Business Management I.

Students utilize their interdisciplinary business knowledge and creativity to evaluate an entrepreneurial opportunity, whether a new product/service/business, or a new application of an existing product or service. In developing a comprehensive business plan student teams use their knowledge of the market and the competitive landscape, engage in research, develop financial models/forecasts, and gauge the project’s financial feasibility, taking into consideration inherent business risk and the likelihood of being able to raise venture capital.

BU 621 Comparative Management and Intercultural Communication
3 CH
Prerequisite: WGB Foundations of Management
Note: BU 601 Organization Management may be substituted.

Sensitivity to different perceptions, values, traditions and ways of thinking are critically important in today’s global workforce and as organizations interact across cultures. This course explores how culture affects individuals as well as organizations, and introduces frameworks for understanding how cultures may vary. Students develop strategies for effectively communicating, working with and managing people of different cultural backgrounds.

BU 632 Managing Change
3 CH
Prerequisite: WGB 521 Foundations of Management
Note: BU 601 Organization Management may be substituted.

Examines strategies and techniques for successfully introducing and managing change in organizations. Explores power, influence, leadership, motivation, and communication in the change process, as well as organization development, organizational learning, and innovation management. Student teams develop a framework for recognizing factors that influence change and a process map to manage change effectively.

BU 635 Human Resources and Career Development
3 CH
Prerequisite: WGB 521 Foundations of Management
Note: BU 601 Organization Management may be substituted

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 639 Innovation Management
3 CH
Prerequisites: BU 521 Fundamentals of Management or BU 601 Organization Management or WGB 612 Leading and Influencing with Integrity

This course will cover the definition of innovation, the barriers and enablers for making innovation real in companies, the
core principles for innovation management (foresight, ideation, discovery-driven planning, rapid prototyping, open platforms, wisdom of crowds, technology adoption and diffusion) and how innovation management is being applied by market leaders and companies in highly competitive industries.

**BU 664 Negotiations**  
3 CH  
“Negotiation is the art and science of securing agreements between two or more inter-dependent parties. Hence, the purpose of this course is to develop an understanding of the psychological and strategic dynamics of negotiation. The course is grounded in the major concepts and theories of bargaining, negotiation, and mediation and is designed to use a combination of simulations and analysis to build one’s own personal experience in the classroom and in the real world.”

**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  
Prerequisite: WGB 521 Foundations of Management  
Note: BU 601 organization Management may be substituted 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 687 Contemporary Issues in Global Management**  
3 CH  
Prerequisite: WGB 521 Foundations of Management note: BU 601 organization Management may be substituted.  
Explores a variety of current issues and emerging trends affecting global business, utilizing a cross-disciplinary approach to the management of today’s global enterprises.

**BU 699 Contemporary Topics in Management**  
3 CH  
Prerequisite: prerequisites will vary according to the specific course topic.  
The BU 699 course number is used for courses offered on a one-time basis or courses being piloted.

**Human Resource Course Descriptions**

**HR 605 Analytics, Metrics, and Problem Solving for HR Professionals**  
3 CH  
This course is designed to give students a basic understanding of analytics and metrics that are frequently used in the human resources field. A primary objective of the course is to teach students how to use statistics to make data driven decisions regarding workplace issues as well as strategic human resource issues. Additionally, coursework will focus on developing students into informed consumers of statistical information and developing skills to manage analytical vendors. The course will include hands on experience conducting statistical analyses using basic univariate, bivariate and multivariate statistics, and basic modeling skills to solve common problems in the HR field. Focus will be placed on interpretation of data and implementing decisions which are data driven.
HR 607 Introduction to Human Resource Management
3 CH
In-depth exploration of the contemporary human resources function and the fundamental human resources processes. The course provides an introduction to the key areas in human resources and the issues confronting organizations today. Particular emphasis is places on recruitment and selection, training and development, performance evaluation systems, and compensation and benefits.

HR 610 Performance Management
3 CH
This course examines systems and processes for evaluation and improvement of employees’ performance. Systematic and organizational processes for setting performance standards, monitoring, documenting and evaluating performance will be reviewed. Performance improvement interventions will also be evaluated. Particular attention will be placed upon performance as a strategic issue, and application in the students’ work environment. Current best practices will be considered in the discussion. Prerequisite: HR 607

BU 636 Legal Issues in Human Resources
3 CH
This course examines the legal relationship between an employer and an employee in the business environment. The course includes a survey and analysis of the laws which govern the employer-employee relationship. Topics include contract law, anti-discrimination law (Title VII, ADA, ADEA and related EEOC procedure), family and medical leave law, workers compensation law, wage and hour statutes, collective bargaining and union organizing. The objective of this course is to offer the student the necessary familiarity with prevailing workplace legal issues so to enable the student to help recognize and prevent potential liability and efficiently work with legal counsel. Special attention is given to how these issues are dealt with as companies expand globally. Prerequisite: HR 610

HR 611 Workforce Management and Talent Development
3 CH
Prerequisite: HR 607
In an effort to be competitive, organizations of all types must efficiently manage their workforce in order to achieve organizational goals. Human resource professionals need to understand how to manage an organization’s human capital needs including workforce planning and forecasting, training and leadership development, succession planning, globalization and diversity of workforce, outsourcing/rightsizing, and the contribution of human capital to organizational development. This course will focus on how organizations can best manage and develop their workforce in order to achieve short term and long term organizational goals.

HR 612 Strategic Human Resources
3 CH
Prerequisites: HR 610, HR 611
The strategic impact that HR leaders have on their organizations has never been more important given the value of human capital and our changing world economy. It is critical for HR leaders to maintain their competitive edge and bring broad business skill sets to their role. The focus of the class will be the development of critical thinking, strategic planning and business strategy skills and the implementation of those processes within the HR organization.

HR 613 Diversity and Inclusion
3 CH
Diversity in the workforce is a critical issue for all organizations. As organizations become more global in nature, an organization’s workforce becomes more ethnically and culturally diverse. This course will explore the strategic issues
with managing, motivating, and engaging diverse workforces to meet organizational objectives. Particular emphasis will be places on developing cultures of inclusion for all members of an organization's workforce. Prerequisite: BU 636

HR 615 Finance for HR Managers
3 CH
Fundamental education in the use of financial statements and financial management increases business credibility within the organization. This course provides an introduction to the basic financial statements (balance sheet, cash flow, and income statement) from an end users perspective, not a detailed accounting perspective. Topics within financial management will include analysis of firm performance and techniques to assess new business opportunities.

HR 689 Capstone and Applied Research Project
3 CH
This course is the final required course in the program. Students should have successfully completed all required courses before enrolling in this course. Students will develop a project plan or research proposal for their final project in this class. The course will cover acceptable project ideas, problem statements, literature reviews, research and project evaluation methodologies, and project plans. Each student is required to complete a proposal ready for consideration of review and approvals. Prerequisites: Completion of core or permission

HR 631 Managing a Global Workforce
3 CH
This course focuses on helping the student develop an international perspective of the human resource management (HRM) function. Students will examine the unique demands of global firms and their consequential impact on strategic human resource management issues. Specific focus will be on the role of culture, and differences in attitudes in requiring both a localization of practices in different countries/regions and a global integration of business practices across the organization.

HR 638 Compensation and Benefits
CH 3
Compensation and benefits is the cornerstone of many human resource strategic plans. This course will give students an in-depth understanding of the design and implementation of compensation and benefit systems. Topics covered will include pay for performance systems, compensation equity across global locations, integrating compensation systems and performance systems, executive compensation, and team based performance systems.

HR 634 Training and Development
CH 3
A critical part of maintaining an organization's workforce such that it is uniquely qualified to achieve the organization's short term and long term goals is to provide training and development opportunities at all levels of the workforce. This course will explore in depth the theories and best practices used in workforce training, skills development, and leadership development. Additionally, we will discuss how to use training and development as a retention tool for top performers in the organization.

PS 530 Personnel Psychology
3 CH
This course examines the application of psychological research, employment law, and ethical principles to human resource problems in organizations. It focuses on applications designed to make employees, and organizations, more effective and creating organizations that are satisfying places to work. Particular attention is given to hiring practices, including recruitment, screening, and selection, training and development, and performance evaluation.
PS 532 Job Analysis, Competency Modeling and Criterion Development
3 CH
This course covers the fundamental processes of job analysis and competency modeling. Students will learn how to conduct job analysis and competency modeling and how to use the results for designing personnel selection systems, performance appraisal instruments, 360 feedback, training, and career development.

Marketing Course Descriptions

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 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.

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 670 Digital Marketing
3 CH
Examines the rapidly evolving dynamics of digital marketing. Emphasis is on consumer behavior and opportunities, problems, tactics and strategies associated with incorporated digital methods into the marketing function. Internet and mobile marketing tools such as search engine marketing, social media, and viral marketing are addressed.

MK 671 Marketing Analytics
Prerequisites: MK 661 Marketing Management
Explores how companies assess marketing performance. It is a survey course covering a variety of return on investment metrics for marketing investments. The course introduces formulas and ratios used to gauge customer profitability, product portfolio mix as well as advertising and web spending effectiveness. Links between finance and marketing are pointed out.

MK 675 Applied Topics in Digital Marketing
Prerequisites: MK 661 Marketing Management
This course covers in depth one digital marketing topic from an applied perspective. The topic is examined from a company’s point of view with multiple examples from industry. Students work hands-on learning what practitioners do within the topic on a day-to-day basis. Topics rotate throughout trimesters.