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

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

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

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

Master of Business Administration (MBA)

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

The MBA program 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:

- Excellence in execution 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.

Classes 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.

GOALS AND OBJECTIVES

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

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

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 program features a twelve-credit integrated core (Dynamic Business Management) as well as more personalized professional planning.

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, interview, and recommendations are considered in the admission process.

Applicants with an undergraduate degree in business from an accredited institution are eligible for the 36-credit program of study. Applicants without an undergraduate degree in business are 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 either

- 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 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. Admitted students also may choose to have a mentor assigned to them. Mentors are senior-level business executives who have volunteered to assist those students interested in having practitioner based career advice.

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 possess an undergraduate business degree from an accredited institution. For those candidates who do not possess an undergraduate business degree from an accredited institution, an additional 6 credit hours of foundational coursework will be required.

In either case, a minimum of 36 credit hours must be taken in Sacred Heart University’s Welch MBA program.

The Welch MBA program includes:
- Two Foundation Courses (3 credits each, for those who have not earned an undergraduate degree in business)
- Professional Planning (1 credit)
- The Integrated Core - Two six-credit Dynamic Business Management courses (12 credits)
- Breadth Courses (3 credits each, 2-4 courses)
- Elective Courses (3 credits each, 3-5 courses)
- Welch Competency Demonstration & Implementation (2 credits)

Students lacking an undergraduate business degree will be required to take the two Foundation courses:
WGB 520 Introduction to Economics and Statistics (3 credits)
WGB 521 Fundamentals of Management (3 credits)

Other courses in the program include:
Planning and Assessment
WGB 600 Professional Planning (1 credit)

Breadth Courses
WGB 601 Accounting and Information Systems (3 credits)
WGB 603 Corporate Financial Management (3 credits)
WGB 612 Leading and Influencing with Integrity (3 credits)
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 three concentrations: Accounting, Finance, or Management.

There are some restrictions on available concentrations for students who intend to take their coursework exclusively at the Luxembourg campus.

<table>
<thead>
<tr>
<th>Available Concentrations by Campus</th>
<th>Fairfield</th>
<th>Luxembourg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Finance</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Management</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Students who choose Accounting, Finance or Management must take three electives in the respective discipline.

COURSE LOADS

Six credit hours per trimester are considered the maximum workload for part-time students. Students taking nine credit hours per trimester meet the University definition of “full-time”. 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 only if permission is granted by the MBA program director.

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 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. 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, Financial Management, Global Investments, International Business, Leadership, and Marketing.

Accounting (12 credits)

AC 610* Accounting for Decision-Making and Control (3 credits)
AC 615 Managerial Controls and Budgeting (3 credits)
AC 617 Financial Statement Analysis (3 credits)
AC 621 Federal Taxation (3 credits)
AC 622 Advanced Federal Taxation (3 credits)
AC 625 International Accounting (3 credits)
AC 629 Contemporary Issues in Auditing (3 credits)
AC 630 Accounting Information Systems (3 credits)
AC 699 Contemporary Issues in Accounting (3 credits)

*Required course

Corporate Finance (12 credits)

Prerequisite

WGB 601 Accounting and Information Systems (3 credits) Note: AC 511 may be substituted
Required Courses

WGB 603 Corporate Financial Management* (3 credits) Note: FN 660 may be substituted
FN 662 Corporate Finance (3 credits)

2 Elective courses from the following:

FN 661 Financial Markets and Institutions (3 credits)
FN 663 Global Investments (3 credits)
FN 665 International Financial Management (3 credits)
FN 670 Mergers, Acquisitions and Joint Ventures (3 credits)
FN 672 Derivatives and Risk Management (3 credits)
*WGB 603 may be waived and then the student will select a third elective course.

Financial Management (12 credits)

AC 617 Financial Statement Analysis (3 credits)
WGB 603 Corporate Financial Management* (3 credits) Note: FN 660 may be substituted
FN 661 Financial Markets and Institutions (3 credits)
FN 662 Corporate Finance (3 credits)
FN 663 Global Investments (3 credits)
FN 665 International Financial Management (3 credits)
FN 668 Portfolio Management (3 credits)
FN 669 Financial Crisis & Risk Management (3 credits)
FN 670 Mergers, Acquisitions and Joint Ventures* (3 credits)
FN 672 Derivatives and Risk Management* (3 credits)

*Required course

Global Investments (12 credits)

Prerequisite

WGB 603 Corporate Financial Management* (3 credits) Note: FN 660 may be substituted
FN 662 Corporate Finance (3 credits)
FN 663 Global Investments (3 credits)
FN 665 International Financial Management (3 credits)
FN 668 Portfolio Management (3 credits)
FN 669 Financial Crisis & Risk Management (3 credits)
FN 670 Mergers, Acquisitions and Joint Ventures (3 credits)
FN 672 Derivatives and Risk Management (3 credits)

*Required course

One Course from Group 1:

AC 610 Accounting for Decision-Making and Control (3 credits)
BU 665 International Business (3 credits)
IS 641 Dynamics of Information Technology (3 credits)
MK 661 Marketing Management (3 credits)
WGB 603 Corporate Financial Management* (3 credits) Note: FN 660 may be substituted
WGB 612 Leading and Influencing with Integrity (3 credits) Note: BU 631 may be substituted

One Course from Group 2:

BU 621 Comparative Management and Intercultural Communication (3 credits)
BU 632 Managing Change (3 credits)
BU 635 Human Resource Development (3 credits)
BU 667 Team Management (3 credits)
BU 673 Total Quality Management (3 credits)
BU 687 Contemporary Issues in Global Management (3 credits)
BU 689 Contemporary Issues in Business Ethics (3 credits)
* Required course

Marketing (12 credits)
BU 610 Entrepreneurship (3 credits)
MK 650 Product Development and Management (3 credits)
MK 651 Marketing Research (3 credits)
MK 656 Advertising Management (3 credits)
MK 658 Consumer Marketing and Behavior (3 credits)
MK 661* Marketing Management (3 credits)
MK 668 International Marketing (3 credits)
MK 669 Contemporary Issues in Marketing (3 credits)
* Required course

WELCH MBA COURSE DESCRIPTIONS

FOUNDATION COURSES
Required for students without an undergraduate degree in business

WGB 520 Introduction to Economics and Statistics 3 CH
Key topics in microeconomics, macroeconomics, and international economics will be covered. This includes supply and demand, market equilibrium price and quantity, elasticity of supply, elasticity of demand, national income, inflation and unemployment, basics of the business cycle, international trade and exchange rates. Key topics in statistics will include an introduction to statistical capabilities of Excel, graphical and tabular descriptive techniques, numerical descriptive techniques, and basics of probability.

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
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, managerial thinking and the role of values and ethics in managerial work. Students review academic skills needed to successfully complete the program, complete self assessments, and develop plans for professional development and program completion. The action learning project is introduced, but students do not being work on it until after completing WGB 640 and WGB 641 Dynamic Business Processes I & II.

BREADTH: QUANTITATIVE COMPETENCIES
Note: Students without these competencies must take the courses before the Core. Students with strong quantitative competencies 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 Corporate 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 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.

ELECTIVES: SEE CURRENT INVENTORY

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 and completed their action learning project.
WGB 691 Welch Competency Demonstration and Implementation  2 CH
This course serves as the capstone to the MBA program. Students present (1) their portfolio of MBA work, and discuss their learning in the program, and (2) the results of their action learning project, begun earlier in their program, to a panel that may include practitioners and faculty members. Seminar topics covered will include ethics, leadership, and strategy.

ACCOUNTING ELECTIVES COURSE DESCRIPTIONS

AC 615 Managerial Controls and Budgeting  3 CH
Prerequisite: AC 610 Accounting for Decision-Making and Control.
The basic considerations of controllership and budgeting are set forth and analyzed, and the importance of business planning and control is emphasized from a management perspective. Emphasis is on budgeting practices and theory as a tool for profit and control.

AC 617 Financial Statement Analysis  3 CH
Prerequisite: WGB 601 Accounting and Information Systems or AC 511 Corporate Financial Accounting and Reporting.
Examines current financial reporting and disclosure practices. Emphasis is on development of the ability to analyze financial statements to evaluate the current financial condition of a firm and assess its future trends. Topics include: use of various ratios to analyze income statements, balance sheets and funds flow.

AC 621 Federal Taxation  3 CH
Prerequisite: WGB 601 Accounting and Information Systems or AC 511 Corporate Financial Accounting and Reporting.
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, passthrough entities, compensation issues, and consolidated corporate tax returns. Other topics include: corporate organization, earnings and profits, redemptions, liquidations, corporate capital gains and losses, net operating losses, alternative minimum tax, consolidation issues, and international tax issues. In addition, provides a comparative survey of other business entities, including partnerships and limited liability companies.

AC 625 International Accounting  3 CH
Prerequisite: WGB 601 Accounting and Information Systems or 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: WGB 601 Accounting and Information Systems or 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: WGB 601 Accounting and Information Systems or AC 511 Corporate Financial Accounting and Reporting.  
Explains what constitutes information, and how to determine the value of information. Explains what is meant by a system and its major components.

**AC 699 Contemporary Issues in Financial Accounting**  
3 CH  
Prerequisite: AC 610 Accounting for Decision-Making and Control.  
Emphasis is on the 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 ELECTIVES COURSE DESCRIPTIONS**

**FN 661 Financial Markets and Institutions**  
3 CH  
Prerequisite: WGB 603 Corporate Financial Management or FN 660 Financial Management.  
Analyzes modern financial markets from the risk/management and risk reasurement 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 or FN 660 Financial Management.  
Examines corporate finance topics including working capital management, financial analysis, leverage, capital structure, capital budgeting and valuation.

**FN 663 Global Investments**  
3 CH  
Prerequisite: WGB 603 Corporate Financial Management or FN 660 Financial Management.  
Course exposes students to the theory and practice of investments on a global scale. Key topics include: capital markets and instruments, efficient investment sets, basic equilibrium models such as CAPM and APT, bond prices and yields, equity valuation models, and an overview of portfolio theory and derivatives.

**FN 665 International Financial Management**  
3 CH  
Prerequisite: WGB 603 Corporate Financial Management or FN 660 Financial Management.  
A study of financial management concepts and techniques, applied to international operations. Topics include: foreign currency spot and forward trading; exchange rate systems and determination.
and country risk assessment; taxation and regulatory issues of non-U.S. markets; and sources and uses of funds for multinational corporations.

**FN 668 Portfolio Management  3 CH**
Prerequisite: WGB 603 Corporate Financial Management or FN 660 Financial Management.
Develops the student's ability to evaluate securities in the context of a portfolio. Topics include: portfolio construction rules based on risk and return goals, valuation measures and risk-reduction techniques using derivative products.

**FN 669 Alternative Investments  3 CH**
Prerequisite: WGB 603 Corporate Financial Management or FN 660 Financial Management.
Examines financial concepts applied to current issues in finance such as risk management products and techniques.

**FN 670 Mergers, Acquisitions and Joint Ventures  3 CH**
Prerequisite: WGB 603 Corporate Financial Management or FN 660 Financial Management.
Examines the role of each of these strategies as part of the whole restructuring process faced by corporations in their attempt to compete and grow in the United States and abroad. Emphasis is on each method's strategic and financial advantages. Group analysis of cases and computer applications are utilized.

**FN 672 Derivatives and Risk Management  3 CH**
Prerequisite: WGB 603 Corporate Financial Management or FN 660 Financial Management.
An overview of derivative securities and their use in corporate strategy and risk management, this course employs quantitative methods to analyze, design, price and use derivative instruments in a managerial context. Basic derivative contracts such as forward, futures, options and swaps are covered, as well as the pricing of these claims, arbitrage, and hedging in these markets. Students apply the analytical models to real-life situations through case studies.

**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 ELECTIVES COURSE DESCRIPtIONS**

**BU 610 Entrepreneurship  3 CH**
Prerequisites: AC 610 Accounting for Decision-Making and Control, WGB 603 Corporate Financial Management or FN 660 Financial Management, MK 661 Marketing Management.
Students utilize their interdisciplinary business knowledge and creativity to evaluate an entrepreneurial opportunity. These opportunities may be a new product/service/business, or a new application of an existing product or service. Student teams are required to develop a comprehensive business plan. The business plan requires students to utilize their knowledge of the market and the competitive landscape, engage in research, and develop financial models/forecasts. In addition, students use their business and management skills to gauge the project's financial feasibility, taking into consideration inherent business risk and the likelihood of being able to raise venture capital given their proposed
funding plan.

BU 621 Comparative Management and Intercultural Communication 3 CH
Prerequisite: WGB 521 Foundations of Management Note: BU 601 Organization Management may be substituted
Develops a student's awareness and sensitivity to cross-cultural management. Models of understanding other cultures and management styles are discussed. Topics include: cultural sensitivity, awareness of different value systems, context specificity of management techniques, and ensuring effective communications across cultures.

BU 632 Managing Change 3 CH
Prerequisite: 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 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: 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 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 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 668 The European Union  
Prerequisite: BU 665 International Business.
Develops a solid understanding of the European Union (EU) and its impact on conducting business internationally. Reviews the history of EU integration and requirements for membership, fiscal and legal institutions being developed to integrate the social and economic policies of the member countries, and international trade advantages that come from EU integration. Also focuses on EU business practices pertaining to free movement of workers across borders; right of establishment to provide services across borders; competitive policies; distribution and licensing issues; merger and acquisition complexities; and regulations to protect the environment, consumers, and employees.

BU 673 Total Quality Management  
Prerequisite: WGB 521 Foundations of Management  
Note: BU 601 Organization Management may be substituted
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  
Prerequisite: WGB 521 Foundations of Management  
Note: BU 601 Organization Management may be substituted
Examines current events and issues as they relate to global management and international business.

BU 689 Contemporary Issues in Business Ethics  
Prerequisite: WGB 612 Leading and Influencing with Integrity or BU 681 Leadership and Ethics.
Explores the origin and evolution of our ethics as they relate to the contemporary world of business. Emphasis is on decision-making, including situations where these decisions are complicated by issues of trust, fairness, right and wrong, integrity, social responsibility, personal conscience, or culture. Guest lecturers from various businesses and areas of responsibility are invited to present their views and experiences.

BU 694 Graduate Internship Study  
This course is the free elective course for students who are required to participate in a two-term internship program.

INFORMATION SYSTEMS ELECTIVES COURSE DESCRIPTIONS

IS 651 Data Communications and Networks  
Prerequisite: IS 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.

IS 653 Electronic Commerce  
Prerequisite: IS 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.

**IS 659 Contemporary Issues in MIS** 3 CH
Prerequisite: IS 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.

**MARKETING ELECTIVES 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.