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 Doctorate of Business Administration in Finance, the Masters in Business Administration (MBA), the Masters of Science in Accounting, the Masters of Science in Digital Marketing, and the Masters of Science in Human Resource Management.
DOCTOR OF BUSINESS ADMINISTRATION IN FINANCE (DBA)

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The DBA in Finance program is an applied research doctoral degree designed for finance executives and advanced business professionals who aspire to reach higher level of professional development and to make a constructive contribution to their industry. Unlike the traditional Ph.D. model that mainly prepares candidates for academic careers, the DBA program focuses on developing knowledge with direct global business applications and prepares graduates for high-level careers in financial institutions and other business organizations, consulting firms, government agencies or academic careers that require an equivalent of a PhD degree from a reputable institution. The cohort-based DBA program is highly focused and personalized, as it leads to specialized, original dissertation research projects matching the interests and career aspirations of our students.

The program is devised as an extension of graduate study beyond a master’s degree in business and as a supplement to doctoral degrees in non-business fields. It is intended to train high-level critical thinkers and analytical minds who can contribute to the challenges of a complex and dynamic global business world. It can be also completed as a transitional/bridge program. In addition, the program provides a doctoral level education in finance for those who have earned doctorates in other business or quantitative disciplines.

PROGRAM-LEVEL GOALS AND OBJECTIVES

In keeping with the program’s mission and vision, five key program-level goals have been determined:

1. Our doctoral program graduates will be prepared for highly specialized careers in financial institutions, consulting firms, government agencies, other business organizations, or academic careers that do not require a Ph.D. degree.

2. Our doctoral program graduates will acquire advanced, current knowledge in finance and gain research skills for conducting independent, complex financial projects.

3. Our doctoral program graduates will demonstrate creation of new knowledge through original research.

4. Our doctoral program graduates will gain global perspective on issues related to financial markets and institutions.

5. Our doctoral program graduates will comprehend and appreciate importance of high ethical standards and values for finance professionals.

DEGREE REQUIREMENTS

The DBA in Finance degree requires a student to complete 45 credit hours of graduate course work after earning a relevant masters degree in business or equivalent. In addition, a student is expected to maintain satisfactory academic progress, pass a “milestone” comprehensive examination and write, submit, and defend a doctoral thesis. Only prior qualified doctoral work will be considered for transfer credits. and only in exceptional cases. The transfer authorization decision is made by the DBA Program Director in consultation with the Chair of Department of Economics and Finance. Students may be required to enroll in additional foundational courses upon entering the DBA Program depending on their academic background and area.
of concentration; however, the credits for foundational courses do not count toward the DBA degree.

The length of study in our DBA Program is at a minimum of three and a maximum of seven years. An extension beyond the maximum seven-year period may be approved by the WCOB Dean, but only under special circumstances specified in a student’s request. A minimum GPA of 3.0 (B) is required.

The DBA Finance Program curriculum is divided into 3 sections: business foundation courses, finance courses, and dissertation preparation:

1. Business Foundation Courses
The required courses provide the students with advanced knowledge in business foundations as well as business careers transition strategies (DBF900 and DBF901).

2. Finance Courses
The finance courses reflect unique scholarly expertise of the SHU finance faculty and are taught by using an interactive seminar format and modern pedagogical tools. After successfully passing a comprehensive exam, a student writes an extended research paper under the guidance of a faculty member in preparation for a thesis proposal. Coursework may include independent study projects, research assistantships and directed readings.

3. Dissertation Preparation
Students are offered assistance at various stages of their dissertation process. The dissertation seminars/advisory sessions help students develop their dissertation topics, design research, write initial drafts of a prospectus, collect data, write chapters and prepare for the oral examination.

Comprehensive Field Examination
Within six months of the conclusion of required coursework, each student takes a comprehensive examination. Each exam is individually tailored by the finance faculty and DBA Program Director who evaluate the candidate’s ability to integrate the program course material. Students are allowed to proceed to dissertation courses (Year III) after successfully passing the comprehensive exam composed of questions from the business foundation and finance concentration courses. Students who fail the comprehensive exam must wait three months before attempting to pass the failed sections of the examination. A maximum of two attempts are allowed for this exam.

Doctoral Dissertation
Upon completion of the DBA coursework and passing the qualifying exams, students begin research that will lead to a doctoral dissertation. Since the DBA is an applied research degree, the doctoral dissertation must reflect original student research on a topic related to applied issues in finance or financial economics. A successful dissertation in our DBA Finance Program has to satisfy the following requirements:

1. It must be written within the context of the field of finance or financial economics and consistent with the scholarly expertise of our DBA finance faculty.

2. It must be based on original research and add new knowledge to the discipline. Case studies and research papers that merely apply the existing knowledge to solving business problems do not qualify for a doctoral dissertation.

3. It must address up-to-date, relevant issues pertaining to financial markets or institutions, in order to reflect the applied nature of our DBA Finance Program.

The doctoral dissertation committee consists of the faculty advisor and two other faculty members who will be selected in consultation with the faculty advisor and the DBA Program Director. The committee
subsequently conducts the dissertation examination (oral defense). The doctoral thesis must be completed within two years of the coursework completion. Only full time, academically qualified faculty members can chair dissertation committees and serve as thesis supervisors. An academically qualified adjunct faculty may serve as a dissertation committee member.

DELIVERY FORMAT
The delivery method relies predominantly on “executive program style” meetings. The executive style format encourages a collaborative environment. The weekend residency mode is based on face-to-face classroom instruction during the first two years of the program. The weekend residency requirement entails fifteen (15) two-day sessions each year. At any stage, the program is delivered in the way preserving its academic consistency, integrity and overall high-quality.

ADMISSION REQUIREMENTS
To be admitted to the DBA Program, the candidates must have completed a masters degree in business or the equivalent. Admission to the program is selective. An applicant is required to submit: a statement of purpose, academic transcripts from prior studies, a proof of a relevant work experience of at least five years, and three letters of recommendation. Students with relevant doctoral level degrees may be given credit toward their DBA degree based on their prior coursework at the discretion of DBA Program Director in consultation with the Chair of Department of Economics and Finance.

All applicants are required to submit evidence of the GMAT or the GRE. Waivers are possible and will be considered on a case-by-case basis. Students admitted to the program should have a strong mathematical background. The student’s GRE or GMAT scores may be considered along with other criteria such as evidence of industry experience and prior academic work. A master’s degree in finance, economics, computer science, physics or mathematics is a plus. Successful candidates for admission to our program must demonstrate a strong academic record (reflected in academic transcripts), appropriate work experience, as well as sound writing skills and research potential (documented by writing samples submitted with the application for admission).

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

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.

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 who complete an undergraduate degree program at Sacred Heart University with a minimum grade point average of 3.5 within two years of application. Sacred Heart students who have a cumulative grade point average of 3.5 at the end of their junior year will also be considered for the waiver.
• 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 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, WGB 603 can be substituted for with an elective in Finance.

**FOUNDATION COURSES**

- WGB 520  Introduction to Economics and Statistics (3 Credits)
- WGB 521  Fundamentals of Management (3 Credits)

**PROGRAM COURSES**

**Planning and Assessment**

- WGB 600  Professional Planning (1 credit)

**Breadth Courses**

- WGB 601  Accounting and Information systems (3 credits)
- WGB 603  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 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 or Stamford campus locations. 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.

Master of Science in Accounting (MSA)

BARBARA E TARASOVICH, DPS, CPA, CGMA
Director of Masters of Science in Accounting Program
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The Master of Science in Accounting program at the John F. Welch College of Business is designed to respond to a growing industry demand for professionally trained accountants. Graduates will learn and develop the fundamental concepts of accounting, effective accounting methods and gain the knowledge and skills essential to pass the CPA exam.

CONCENTRATIONS
The one-year master's in accounting program offered through the AACSB-accredited John F. Welch College of Business has two concentrations: forensic accounting and international accounting. The forensic accounting concentration will teach students how to apply forensic accounting principles in complex financial transactions such as mergers and acquisitions, bankruptcies and contract disputes. The international accounting concentration is offered in response to the growing demand for international rules as a result of the globalization of business. Students will learn about the latest activities of the International Accounting Standards Board.

PROGRAM BENEFITS
The MSA program can be completed in one year with hybrid courses taken in a trimester format. Courses will be offered online with once-per-month Saturday seminars. Saturday classes will meet at our main Fairfield campus from 9 a.m. – 5 p.m. Our faculty members are established scholars and in the accounting field and the program content is essential as students prepare for the CPA exam.

ADMISSIONS INFORMATION AND REQUIREMENTS
The following must be submitted and will be considered when applying:

- Online application: http://apply.sacredheart.edu
- Non-refundable application fee
- GMAT
- Official transcripts from all undergraduate institutions attended
- A one-page personal statement
- Resume
- Two letters of recommendation

The minimum acceptable cumulative grade point average is a 3.0. Students who complete the undergraduate program in Accounting at from Sacred Heart University with a 3.0 GPA will be waived from the GMAT requirement.

This program is designed for students with business-related undergraduate degrees. The following conditions must be met to earn a master's in accounting from Sacred Heart University's John F. Welch College of Business:

- Students with a baccalaureate degree in accounting are required to complete 30 credits for the program.
- Undergraduate enrolled in the five-year program are required to achieve an overall “B” average in all accounting courses and an overall G.P.A. of 3.0 or better to remain in the program.

Students with a baccalaureate degree in other business areas but have completed 6 accounting credits (Financial Accounting
- 3 credits and Managerial Accounting - 3 credits), must take the following 12 credits as prerequisites for the program:

- Two Intermediate Accounting courses – 6 credits
- Auditing- 3 credits
- Advanced Accounting – 3 credits

Students with a baccalaureate degree in a field other than accounting or other business area are required to complete 15 credits of accounting and 15 credits of business prerequisites before an application to the MSA program will be considered.

ACCOUNTING COURSE REQUIREMENTS

The Master of Science in Accounting is a 30-credit degree program with two concentrations to choose from:

- International Accounting
- Forensic Accounting

Required Courses (21 credits)

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<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MSA 600</td>
<td>Financial Accounting Theory and Practice</td>
<td>3</td>
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<tr>
<td>MSA 610</td>
<td>Advanced Issues in Management Accounting</td>
<td>3</td>
</tr>
<tr>
<td>MSA 621</td>
<td>Federal Taxation</td>
<td>3</td>
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<tr>
<td>MSA 630</td>
<td>Advanced Issues in Financial Accounting</td>
<td>3</td>
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<tr>
<td>MSA 631</td>
<td>Contemporary Issues in Auditing</td>
<td>3</td>
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<tr>
<td>MSA 641</td>
<td>Accounting and Information Systems</td>
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<tr>
<td>MSA 690</td>
<td>Financial Statement Analysis</td>
<td>3</td>
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Students will select one of the following concentrations:

INTERNATIONAL ACCOUNTING CONCENTRATION (9 CREDITS)

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<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>MSA 625</td>
<td>International Accounting &amp; Reporting</td>
<td>3</td>
</tr>
<tr>
<td>MSA 626</td>
<td>Global Financial Reporting and Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MSA 699i</td>
<td>Master’s Capstone</td>
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FORENSIC ACCOUNTING CONCENTRATION (9 CREDITS)

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<th>Title</th>
<th>Credits</th>
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<tr>
<td>MSA 670</td>
<td>Forensic and Investigative Accounting</td>
<td>3</td>
</tr>
<tr>
<td>MSA 671</td>
<td>Understanding Business Valuation</td>
<td>3</td>
</tr>
<tr>
<td>MSA 699</td>
<td>Master’s Capstone</td>
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Masters of Science in Digital Marketing (MSDM)

DAVID G. TAYLOR, PHD
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The Master of Science in Digital Marketing Program prepares students to meet the 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 (may be waived for students with substantial marketing experience)
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
or
CS 550  Dynamic Web Page Development

**DIGITAL MARKETING MODULE (12 CREDITS)**
MK 670  Digital Marketing
MK 671  Marketing Analytics
MK 680  Applied Topics in Digital Marketing (students will take two sections-topics rotate every trimester)

**CAPSTONE PROJECT OR THESIS (6 CREDITS)**
MK 688  Capstone Thesis in Digital Marketing
or
MK 689  Capstone Project in Digital Marketing

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)

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The Masters of Science in Human Resource Management (MSHRM) 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 the next generation of senior HR leaders with a focus on HR as a strategic business partner with 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 Part-Time 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.

The minimum requirements for admission to the Full-Time MSHRM program are an undergraduate GPA of 3.0 on a scale of 4.0 and the completion of 6 credits of internship in the HR field during the program.

A current resume and employer reference, as well as a personal essay, must be submitted when applying to either the Part-Time or Full-Time MSHRM programs. 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, Digital Marketing, Global Investments, Human Resource Management, 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)

DIGITAL MARKETING (12 CREDITS)

MK 661 Marketing Management* (3 credits)
MK 670 Digital Marketing (3 credits)
MK 671 Marketing Analytics (3 credits)
MK 680 Applied Topics in Marketing (3 credits)

* For students with substantial work experience in marketing, an additional MK 680 course may be substituted for MK 661 with the consent of the program director.

GLOBAL INVESTMENTS (12 CREDITS PLUS PREREQUISITE IF REQUIRED)

Prerequisite
WGB 603 Financial Management* (3 credits)

Required Course
FN 663 Global Investments (3 credits)

3 elective courses from the following:
FN 661 Global Financial Markets and Institutions (3 credits)
FN 668 Portfolio Management (3 credits)
FN 669  Alternative Investments (3 credits)
FN 670  Mergers, Acquisitions and Joint Ventures (3 credits)
FN 672  Derivatives and Risk Management (3 credits)
FN 675  Financial Regulatory Compliance (3 credits)
FN 699  Financial Crisis and Risk Management (3 credits)

HUMAN RESOURCE MANAGEMENT (12 CREDITS)

Required Courses
HR 610  Performance Management
HR 615  Finance for HR Professionals
HR 611  Workforce Planning and Talent Management
BU 636  Legal Issues for HR

Alternative
A customized course of study, developed for the individual student’s unique needs and interests can be created, in collaboration with the Faculty Director

LEADERSHIP CERTIFICATE (12 CREDITS)

PREREQUISITE
WGB 521  Fundamentals of Management

Required Courses
WGB 612  Leading and Influencing with Integrity

One Course from Group 1
BU 621  Comparative Management and Intercultural Communication

or
BU 665  International Business

Two Courses from Group 2
BU 610  Entrepreneurship
BU 632  Managing Change
BU 667  Team Management

BU 687  Contemporary Issues in Global Management
BU 699  Contemporary Topics in Management

MARKETING (12 CREDITS)

Required Course
MK 661  Marketing Management (3 credits)

3 electives from the following:
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 668  International Marketing (3 credits)
MK 669  Contemporary Issues in Marketing (3 credits)

DBA Course Descriptions

DBF 900: Business Strategy, Ethics and Research
1.5 CH
This DBA orientation seminar introduces students to the requirements of writing research papers. It also elaborates on the nature, uses and objectives of a doctoral-level applied research. Students learn how to construct arguments, devise and test analytical models and write publishable studies.

DBF 901: Career Transition Seminar
1.5 CH
A DBA program-concluding special seminar that overviews career trajectories for DBA Finance graduates in both business and academic institutions. It also covers professional networking strategies.
FN 901: Advanced Corporate Finance
3 CH
Prerequisite: DBF900
The purpose of this course is to provide a background for understanding the major research directions in corporate finance. Topics include theory of the firm, capital structure, external financing decisions, payout policy, agency problems, corporate control and governance, investment decisions, and the role of financial institutions in corporate transactions.

FN 902: Investment and Asset Pricing
3 CH
Prerequisite: DBF900
This course is an advanced treatment of portfolio choice and asset pricing theory. Topics include expected utility maximization, stochastic discount factors, arbitrage, mean-variance analysis, representative investors, and beta-pricing models. Single-period and dynamic models are studied.

FN 903: Quantitative Research Methods I: Advanced Statistics and Mathematical Modeling
3 CH
Prerequisite: DBF900
Students learn in this lab-based course mathematical statistics along with applications to business decisions. The main topics include: probability, random variables, normal and non-normal distribution, hypothesis testing, linear and non-linear regressions, analysis of variance and nonparametric statistics. A special emphasis is on cross-sectional, panel and stochastic analyses of financial data. The course material is particularly useful to professionals who aim at quantitative positions at financial institutions and consulting firms.

FN 904: Quantitative Research Methods II (Financial Econometrics)
3 CH
Prerequisite: FN 903
The second lab-based quantitative research methods course covers the analytical material comprised within the growing discipline of financial econometrics. The course material encompasses time-series analyses and their applications to financial processes. Students gain foundations of modeling and forecasting key financial variables, including asset prices, returns, interest rates, financial ratios, defaults, etc. They become familiar with modern, state-of-the-art estimation methods of high-frequency financial data (such as ARCH-class tests, PCA, ARMA, VAR and cointegrated systems estimation).

FN 905: Price Theory
3 CH
Prerequisite: DBF900
The course overviews key concepts of microeconomic analysis. It is designed for students with a sound quantitative preparation. The material delineates the main theories of the firm, the consumer and the market. It includes modern analytical techniques of general equilibrium and welfare economics, along with their econometric verification. In addition, it examines basic concepts of the economics of information, including price signaling, moral hazard and multiple equilibria.

FN 906: Global Financial Markets and Institutions
3 CH
Prerequisite: DBF900
The course examines equity, fixed income and derivative markets in the global context. The advanced analytical material focuses on modeling market trends, cycles and volatility. It examines impact of monetary, fiscal and regulatory policies on market dynamics. It highlights new research on financial crisis, banking, and credit markets. Major risks
faced by financial institutions are thoroughly covered.

**FN 907: Doctoral Field Seminar I**
3 CH
Prerequisite: FN901 and FN902
This is an advanced seminar examining modern theories and concepts in several sub-fields of finance. These functional areas include: A: Fixed Income Securities, B: Investments, C: Market Microstructure, D: Derivative Securities, E: International Finance, F: Portfolio Management. The course normally covers both seminal and recent literature in one, two or three of these functional areas. The current selection of the specified areas is consistent with the specific expertise of the departmental faculty and may be expanded in the future. The required readings include a set of appropriate seminal research papers from areas covered in a single course. The seminar will conclude with a specific guided research project conducted in an individual financial institution.

**FN 908: Doctoral Field Seminar II**
3 CH
Prerequisite: FN901 and FN902
A continued advanced seminar examining modern theories and concepts in the functional areas of finance other than those selected in FN907. As in FN907, the functional areas include: A: Fixed Income Securities, B: Investments, C: Market Microstructure, D: Derivative Securities, E: International Finance, F: Portfolio Management.

**FN 909: Research Methods and Dissertation Design in Finance**
3 CH
Prerequisites: FN901 and FN902
The course provides a survey of modern research methodology in the field of finance. The course material focuses on leading models of financial analyses, seminal studies, recent literature and bibliographical sources. A special emphasis is on writing skills for advanced financial studies. Students learn to formulate motivation, underlying hypotheses; they gain skills for developing advanced analytical models. The course material also emphasizes advanced estimation techniques of financial models. Students learn to test underlying hypotheses and formulate practical policy conclusions.

**FN 910: Finance Dissertation Research Seminar I**
3 CH
Prerequisites: Comprehensive Field Exam
An interactive in-class, lab-based instruction. This seminar leads to formulation of a motivation and hypothesis for a specific finance dissertation project. It concludes with a development of a dissertation proposal.

**FN 911: Finance Dissertation Research Seminar II**
6 CH
Prerequisite: FN 910
An interactive in-class, lab-based and individualized instruction. This seminar emphasizes empirical testing and articulation of policy applications of a specific analytical model or a set of models utilized in a DBA dissertation.

**FN 912: Empirical Methods in Finance**
3 CH
Prerequisite: FN 901
This course is an introduction to empirical research in finance, covering the techniques most often used in the analysis and testing of financial economic theory. The course covers both time-series and cross section methods. Topics include event studies, empirical tests of asset pricing models, forecasting relationships, return predictability in the time-series and cross-section, asset pricing anomalies, and specification and identification issues in corporate finance.
FN 913: Advanced Financial Risk Management
3 CH
Prerequisite: FN 912
The course provides a comprehensive overview of various types of financial risk and the techniques employed to manage them. The material covers standard risk identification and measurement models as well as alternative models addressing options and structured credit risks. Real-world complexities of risk modeling are discussed, along with the background on financial innovation, liquidity, leverage and financial crises.

FN 907 AND FN 908: DBA FIELD SEMINAR COURSES

FN 907/908A: Fixed Income Securities
3 CH
Prerequisites: FN 902, FN904 and FN912
The lecture material provides an analysis of various fixed income products, their trading and pricing. Examined are their applications for achieving financial goals, including: capital formation, interest rate risk management, and portfolio diversification. Topics covered include treasury, agency, corporate, and municipal bonds, floating rate bonds, mortgage-backed securities, term structure modeling, immunization, credit risk management, credit derivatives, and interest rate derivatives including swaps, caps and floors, and swaptions.

The lecture material also includes the valuation of fixed income securities, the management and hedging of fixed income portfolios and the valuation and usage of fixed income derivatives. Some of the contracts analyzed in the course include pure discount bonds, coupon bonds, callable bonds, floating rate notes, interest rate swaps, caps, floors, swaptions, inflation-indexed bonds, and convertible bonds.

FN 907/908B: Investments
3 CH
Prerequisites: FN 902, FN904 and FN912
The course focuses on risk, return and the institutional structure of equity, bond and derivative securities markets. It overviews modern theories of portfolio analysis and performance evaluation, as well as cutting-edge methods employed in managing portfolio choices and asset allocation. Students gain familiarity with analytical methods used in projecting individual stock and bond performance such as discounted cash flows, factor models, value versus growth and an analysis of factors affecting the risks and returns of individual securities.

FN 907/908C: Market Microstructure
3 CH
Prerequisites: FN 902, FN904 and FN912
The lecture material reviews the fundamental theories and models of market microstructure such as the Inventory Model, Sequential Trading Model (e.g. Glosten-Milgrom model, Easley, O'Hara model), Strategic Trading Models (e.g. Kyle model) as they apply to markets for equities, currencies and fixed income securities. The content of the course will also focus on issues related to limit order market, information and price discovery, trading cost and liquidity, and market depth. Using super-high-frequency data, students work with models of the limit-order markets, and optimal order execution: optimal order slicing, and maker-versus-taker strategies. Quantitative, technical analyses include: stochastic and deterministic trends, momentum, oscillation, arbitrage trading, pair trading, implementation and methods of back-testing. Students learn to formulate and back-test various trading strategies developed upon understanding the mechanics of market microstructure.
FN 907/908D: Derivatives Securities
3 CH
Prerequisites: FN 902, FN904 and FN912
The material covers a comprehensive and in-depth treatment of valuation methods for derivative securities. Extensive use is made of continuous time stochastic processes, stochastic calculus and martingale methods. The main topics to be addressed include (a) European option valuation, (b) Exotic options, (c) Multi-asset options, (d) Swaps, (e) Stochastic volatility, (f) American options, and (g) The role of derivatives in modern financial risk management.

FN 907/908E: International Finance
3 CH
Prerequisites: FN 902, FN904 and FN912
A comprehensive survey of the structure and dynamics of international financial markets and their linkages to domestic markets. Topics include the global profile of capital movements, the Eurocurrency markets and major money markets, international capital markets, including bonds and syndicated credits, and the foreign exchange market. An emphasis will be placed on the hedging techniques and tools used to reduce the risks associated with international financial markets.

FN 907/908F: Portfolio Management
3 CH
Prerequisites: FN 902, FN904 and FN912
This course provides an advanced treatment of the theory and practice of modern portfolio management. Topics include quantitative concepts, portfolio analysis, capital asset pricing theory, performance measurement, efficient market hypothesis, portfolio management process, use of derivative securities, ethical and legal considerations and professional standards.

The course will also provide students with a concise introduction to recent results on optimal dynamic consumption-investment problems. Lectures will also cover standard mean-variance theory, dynamic asset allocation, asset-liability management, and life cycle finance. The main focus of this course is to present a financial engineering approach to dynamic asset allocation problems of institutional investors such as pension funds, mutual funds, hedge funds, and sovereign wealth funds. Numerical methods for implementation of asset allocation models will be presented.

Welch MBA Course Descriptions

FOUNDATION COURSES

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 (For MBA and Accounting Certificate Students)

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, 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.  
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.

MASTERS OF SCIENCE IN ACCOUNTING

COURSE DESCRIPTIONS (FOR MS IN ACCOUNTING STUDENTS ONLY)

MSA 600 Financial Accounting Theory and Practice
3 CH
The series is designed to give the student a basic knowledge of financial accounting theory and practice as well as to develop the analytical skills necessary for careers in corporate or public accounting. The course provide an introduction to the pertinent theoretic and various applications relevant to the analysis of financial statements by applying both finance and accounting principles.

MSA 610 Advanced Issues in Managerial Accounting
3 CH
This course introduces and examines theories and practices of managerial accounting and cost management. Emphasis is given to strategic cost management, product costing systems, cost analysis, cost allocation, responsibility accounting, performance management including balance scorecard for multinational corporations. Ethical issues faced by managerial accountants are also discussed.

MSA 621 Federal Taxation
3 CH
This course introduces the basic principles of taxation common to all types of taxpayers, with special emphasis on business taxation and planning. Topics include: tax policy issues, tax planning, computation of business taxable income, and an introduction to the taxation of corporations, S corporations, partnerships, and limited liability companies.

MSA 630 Advanced Issues in Financial Accounting
3 CH
The course will focus on the development of generally accepted accounting principles (GAAP) in the United States. Students will become familiar with the Financial Accounting Standards Board (FASB), the International Accounting Standards Board (IASB), the standard-setting process, and how the two Boards interact. In addition, recent standards that have been issued by the FASB and/or the IASB and current issues being addressed by each of those standard setting bodies will be addressed. The course will also cover the relationship of the SEC to the FASB/IASB and the authority of and the role that the SEC plays in the standard setting process in relation to GAAP. Discussions and analysis of current real world corporate issues such as Sarbanes Oxley, executive pay, corporate boards, and financial statement quality (earnings management) will also be included.

MSA 631 Contemporary Issues in Auditing
3 CH
Examines advance issues in auditing including in depth review of the following: forensic accounting and fraud examination; litigation support and expert witness services; the use of statistical sampling in auditing; internal auditing; assurance services and extending the attestation function. The course makes use of cases, articles and current pronouncements in the field.

MSA 641 Accounting and Information Systems
3 CH
This course introduces different applications and technologies essential to transacting business within the rapidly developing global Internet and web. This course also explores issues relating to management information system that impacts accounting environment. The course makes use of cases, articles and current pronouncements in the field.
**MSA 690 Financial Statement Analysis**  
3 CH  
This course emphasizes the content of corporate financial reports and helps students learn to analyze the information therein. It also includes information for evaluating the financial health, operating performance, and growth prospects of corporation-type companies. The topics to be covered include the corporate financial statements and their relationships, ratio analysis for profitability and risk evaluation, assets/liabilities/owners’ equity analysis, intercompany investments, and forecasting financial statements.

**Concentration Courses: (Choice of one concentration)**

**INTERNATIONAL ACCOUNTING:**

**MSA 625 International Accounting & Reporting**  
3 CH  
This course 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.

**MSA 626 Global Financial Reporting and Analysis**  
3 CH  
This course focuses on policy issues of foreign currency translation, global inflation, transnational reporting and disclosure, international accounting and auditing standards. Financial statements of multinational and foreign firms are used for financial statement analysis. The course includes case studies, computer-based assignments, and research projects.

**MSA 699I Master’s Capstone**  
3 CH  
This course is designed to bring together the knowledge gained through the program and permits the student to demonstrate mastery of the various course competencies. The major deliverable in this course is a project that illustrates a graduate student’s ability to explore, develop, and organize materials relating to a specific problem or an applied orientation within a field of study. The student must exhibit an ability to pursue research and investigation in a rigorous and perceptive fashion and to present the results in an extended scholarly statement in a clear, direct, and concise manner.

**FORENSIC ACCOUNTING:**

**MSA 670 Forensic and Investigative Accounting**  
3 CH  
This course is designed to acquaint the student with the field and practice of Forensic Accounting. Topics to be discussed include: Fraudulent financial reporting; Employee Fraud; Indirect methods of Reconstructing Income; Money Laundering and Transnational Financial Flows; Various Courtroom Procedures and Litigation Support; Cybercrime and Business Valuations.

**MSA 671 Understanding Business Valuation**  
3 CH  
This course is designed to acquaint the student with the business valuation process. Topics to be discussed include: Business Valuation Overview; Valuation standards; Various types of reports; Appraisal theory; the appraisal engagement; Market Approach; Asset Approach; Income Approach; Discounts and Capitalization; Premiums; Completing the engagement.
MSA 699F Master’s Capstone
3 CH
This course is designed to bring together the knowledge gained through the program and permits the student to demonstrate mastery of the various course competencies. The major deliverable in this course is a project that illustrates a graduate student’s ability to explore, develop, and organize materials relating to a specific problem or an applied orientation within a field of study. The student must exhibit an ability to pursue research and investigation in a rigorous and perceptive fashion and to present the results in an extended scholarly statement in a clear, direct, and concise manner.

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,

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 placed 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 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 user's 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.

**HR 620 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
3 CH
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 680 Applied Topics in Digital Marketing
3 CH
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.

MK 688 Capstone Thesis In Digital Marketing
By arrangement with Program Director

MK 689 Capstone Project in Digital Marketing
By arrangement with Program Director