

# Business Administration

<http://business.und.edu/mba/>

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## Degree Granted: Master of Business Administration (MBA)

The Master of Business Administration (MBA) is a professional degree with a program designed to prepare persons for general management responsibilities at the executive level. The program is accredited by the Association to Advance Collegiate Schools of Business International (AACSB). The recipient of the degree must have demonstrated critical, analytical, and decision-making abilities in the broad area of management and also must have demonstrated an ability to study and write in one specialized area. The MBA degree program is designed for individuals who have an undergraduate background in a field other than business, as well as for those with undergraduate training in business.

The MBA program is available as part of a combined program resulting in both an undergraduate degree in a business area plus an MBA degree in five years.

Details pertaining to admission requirements, degree requirements and courses offered can be found in the Degree section.

## Mission Statement and Program Goals

Through student/instructor interaction, the MBA program encourages development of critical, analytical, and decision-making abilities in a global business environment. The program provides a broad-based, graduate-level business education with opportunities for specialization. The program presents contemporary business concepts and theory, while also demonstrating their application in practical interdisciplinary business settings.

**Goal 1:** Students will be able to integrate different functional areas of organizations when analyzing various business situations.

**Goal 2:** Students will develop written, oral, and interpersonal communication skills.

**Goal 3:** Students will be able to analyze economic and financial information that will enable them to reach sensible business decisions.

## Master of Business Administration (M.B.A.)

### Admission Requirements

1. A four-year bachelor's degree from a recognized college or university.
2. An overall grade point average of at least 3.00 in the undergraduate degree program or of at least 3.25 for the last two years, or equivalent, of undergraduate work (based on 4.00 scale).
3. Completion of the Graduate Management Admission Test (GMAT) with a score that equals or exceeds an overall total score of 500. In certain circumstances, applicants may substitute the GRE (with similar percentile scores expected to those noted above). This situation will be determined on a case-by-case basis.
4. Satisfy the School of Graduate Studies' English Language Proficiency requirements as published in the graduate catalog.
5. Minimum competence in business math and statistics, accounting, economics, and finance. This competence is normally demonstrated by having a bachelor's degree in business administration, previous equivalent course work in each of four subject areas, or by successful completion of self-paced boot camp courses on these topics from Ivy Software (<http://ivysoftware.com>).

## M.B.A. Prerequisite Competence

Applicants must demonstrate a minimum competence in business math and statistics, accounting, economics, and finance. Competence in these foundational topics can be demonstrated in three ways:

1. Possessing a bachelor's degree in business administration, with the grade point requirements stated above.
2. Completion of equivalent course work in the four topics areas, with a grade of "B" (or the equivalent) or better in each course. The MBA Program Director will determine if previous course work meets the expectations for entering students.
3. Successful completion of self-paced online boot camp courses on these topic areas from Ivy Software (<http://ivysoftware.com>). Students can go directly to Ivy Software's web site for registration information. Students must achieve a score of 80% or greater in each course in order to successfully complete the prerequisite requirement. Students will have a maximum of 2 attempts to successfully complete each course; students that fail to pass the boot camp course after 2 attempts will be required to complete an undergraduate course judged by the MBA Program Director to be equivalent to that subject, with a grade of "B" (or the equivalent) or better.

### Ivy Software Boot Camp Course List

1. Business Math and Statistics (<http://ivysoftware.com/BusinessMathandStatistics.html>)
2. Financial Accounting (<http://ivysoftware.com/FinancialAccounting.html>)
3. Fundamentals of Economics (<http://ivysoftware.com/FundamentalsofEconomics.html>)
4. Understanding Corporate Finance (<http://ivysoftware.com/UnderstandingCorporateFinance.html>)

## Degree Requirements

Students seeking a Master's degree at the University of North Dakota must satisfy all general requirements set forth by the School of Graduate Studies as well as particular requirements set forth by the Master of Business Administration Program.

The M.B.A. degree program is an interdisciplinary program taught by the faculty in several departments within the College of Business and Public Administration. The M.B.A. Program Director is responsible for coordinating all aspects of the program. Business courses carrying graduate credit status from the Department of Accounting, Economics and Finance, Marketing, Management, and Political Science and Public Administration, and the School of Entrepreneurship are described elsewhere in the graduate catalog. The M.B.A. degree program requirements are:

1. A minimum of 43 semester credits of academic work. The program includes 34 credit hours of required core course credits and an additional 9 credit hours in a required concentration.
2. The 34 required core course credits are organized into 4 modules: Executive Management, Business Analytics, Financial and Economic Analysis, and Strategy.
3. At least one-half of the credits must be at or above the 500-level. A maximum of one-fourth (usually 9 semester credits) of the credit hours required may be transferred from another institution.
4. The requirement of the final examinations for the M.B.A. degree is satisfied by the successful completion of MGMT 585 Advanced Strategic Management. MGMT 585 Advanced Strategic Management has four prerequisites which MUST be completed prior to enrollment:
  - a. ACCT 509 Accounting Information for Decision and Control
  - b. FIN 501 Managerial Finance
  - c. MGMT 515 Advanced Managerial Theory
  - d. MRKT 510 Strategic Market Planning
5. Students are required to make a final presentation to a panel of assurance of learning reviewers during their last semester of study, and maintain an assurance of learning portfolio throughout their program of study.

The M.B.A. curriculum includes the following required courses:

Executive Management Module

MGMT 505	Organization Leadership and Ethics	2
MGMT 515	Advanced Managerial Theory	3
BADM 500	The Successful MBA--Executive Skills	2
Business Analytics Module		
ISBC 510	Business Intelligence	3
ECON 506	Econometrics	3
MGMT 501	Quantitative Analysis for Management Decisions	3
Financial and Economic Analysis Module		
ACCT 502	Financial Reporting and Decision Making	3
ACCT 509	Accounting Information for Decision and Control	3
FIN 501	Managerial Finance	3
Strategy Module		
MRKT 510	Strategic Market Planning	3
MGMT 545	Strategic Supply Chain Management	3
MGMT 585	Advanced Strategic Management	3
Concentration		9
Total Credits		43

M.B.A. students can choose among the following concentrations:

#### General Concentration

Students can choose 9 credit hours for the General Concentration chosen from courses offered at the 300-, 400- and 500-level in the areas of Accounting, Economics, Entrepreneurship, Finance, Information Systems and Business Communications, Marketing, Management, Political Science & Public Administration and other fields, e.g., Aviation Management. MBA students taking courses at the 300- and 400-level for graduate credit are expected to perform at a higher level, both in the quality and quantity of work. All General Concentration courses must be approved by the M.B.A. Program Director prior to enrollment.

#### Social Entrepreneurship Concentration

POLS 561	Creation and Management of Social Enterprises	3
POLS 562	Political Advocacy and Social Entrepreneurship	3
ENTR 580	Seminar in Social Entrepreneurship	3

#### International Concentration

The International Business concentration requires students to study abroad at a foreign college/university that has a formal course transfer agreement in place with UND. Students will complete the first and last semesters of their program of study at UND. Courses to be taken at the foreign college/university, and included in the program of study, must be approved by the M.B.A. Director prior to registration. Students are expected to take a workshop or course of study in cultural language studies from the foreign college/university.

Students who already have completed courses similar to those in the M.B.A. curriculum may be required to choose substitutes from the graduate credit offerings listed in this catalog. Substitutions require the prior approval of the M.B.A. Program Director and the Graduate Dean.

**Final Examinations.** The requirement of the final examinations for the M.B.A. degree is satisfied by the successful completion of MGMT 585 Advanced Strategic Management.

## Master of Business Administration (M.B.A.)/Juris Doctor (J.D.) Combined Program

### Admission Requirements

1. Students are required to apply to both the Law School and the School of Graduate Studies. Admission recommendations will be made to the School of Graduate Studies by the Director of the M.B.A. Program and approved by the Graduate Dean. The Law School Admissions Committee will determine admission into the Law School.
2. Students are expected to fulfill the minimum competence requirements prior to beginning M.B.A. course work.
3. Students pursuing a J.D. degree and wishing to add the M.B.A. degree must do so no later than the third semester of the J.D. program.

4. Admission requirements of each program will remain the same in the joint admission process as what is currently required to be admitted into each program separately.

### Degree Requirements

If each degree were earned separately, a student would be required to complete 90 credit hours for the J.D. degree and 43 hours for the M.B.A. The joint degree program will enable a student to receive the two degrees upon completion of 81 law credit hours and 34 M.B.A. credit hours. The School of Law thus accepts 9 credit hours of M.B.A. coursework that will be applicable toward the J.D. degree, and the College of Business and Public Administration accepts 9 credit hours of J.D. courses toward the M.B.A. degree. The total credits required for each degree will be unchanged, because each program will accept credits toward the other degree.

In addition to the required courses for all students earning the J.D. degree, students enrolled in the joint degree program must successfully complete the following School of Law courses: Business Associations, and at least two Commercial Law courses. Other School of Law courses may be chosen to fulfill elective requirements.

### Sample Curricular Plan (degree completion in four years)

The first year of the joint degree program will consist of the required curriculum in the School of Law. The third semester of the joint degree program will usually consist of law school courses, with M.B.A. Curriculum courses beginning in the fourth semester. To promote the integration of the two courses of study, courses after the third semester usually will be taken in each of the schools concurrently, rather than having the student located exclusively in one school or the other for an entire semester. Note: This timetable assumes that all undergraduate prerequisite courses have been completed prior to entering the joint program.

#### Semester 1 (Fall only)

Required first year curriculum in the School of Law	16
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#### Semester 2 (Spring only)

Required first year curriculum in the School of Law	16
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#### Semester 3

Courses in the School of Law	15
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#### Semester 4

3 M.B.A. courses	7
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Courses in the School of Law	6
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#### Semester 5

3 M.B.A. courses	9
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Courses in the School of Law	6
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#### Semester 6

Courses in the School of Law	6
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2 M.B.A. courses	6
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#### Semester 7

Courses in the School of Law	7
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2 M.B.A. courses	6
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#### Semester 8

Courses in the School of Law	9
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2 M.B.A. courses	6
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Total Credits	115
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Normally, the joint program will be completed in only four years. With summer school classes it may be possible to obtain both degrees even more quickly. All degree requirements in the Law School must be completed within 84 months of starting the program. Both degrees will be awarded simultaneously after all degree requirements are met in both programs.

### ACCT Courses

#### ACCT 501. Seminar in Accounting Issues. 3 Credits.

Addresses current issues in accounting and develops appropriate professional judgment through researching and applying accounting standards. Prerequisite: Permission of MAcc director. F,S.

**ACCT 502. Financial Reporting and Decision Making. 3 Credits.**

This course provides an overview of financial accounting terminology and concepts, financial statements, and the financial reporting process. Emphasis is placed on the decision usefulness of financial statement information and the financial reporting process as a means of communicating information about firms. Prerequisite: Successful completion of Ivy Software's "Business Math and Statistics-Graduate" self-paced course or demonstrated equivalent competencies. F,S.

**ACCT 503. Advanced Financial Accounting. 3 Credits.**

Accounting for inter-corporate investments, business combinations, and other advanced financial accounting topics. Prerequisite: Permission of MAcc Director. F,S.

**ACCT 504. Seminar in Auditing. 3 Credits.**

Expands understanding of the auditing function and provides a framework for analyzing contemporary auditing and assurance issues. Prerequisite: Permission of MAcc Director. F.

**ACCT 506. Accounting Systems. 3 Credits.**

This course examines business processes and controls within the context of enterprise resource planning systems (ERP), with an emphasis on the financial cycle. Prerequisite: Permission of MAcc Director. S.

**ACCT 507. Advanced Managerial Accounting. 3 Credits.**

Functional uses of accounting in management of the enterprise.

**ACCT 508. Fraud Examination. 3 Credits.**

Focuses on understanding types of fraud as well as collecting and evaluating evidence relating to preventing and detecting frauds. Evidence gathering methods will include the examination of documents, publicly available information, and standard practices for interviews and interrogations. Prerequisite: ACCT 405 or equivalent.

**ACCT 509. Accounting Information for Decision and Control. 3 Credits.**

Management accounting concepts and their application in internal planning, control, and decision-making. Prerequisite: ACCT 502. F,S.

**ACCT 510. Taxation of Individuals. 3 Credits.**

This graduate-level course covers federal taxation of individuals. Prerequisite: Permission of MAcc Director. F.

**ACCT 511. Taxation of Businesses. 3 Credits.**

This graduate-level course covers federal taxation of business organizations. Prerequisite: Permission of MAcc Director. S.

**ACCT 512. Accounting for Governments & Nonprofits. 3 Credits.**

This course covers accounting for governmental and nonprofit entities, including fund accounting. Prerequisite: Permission of MAcc Director. S.

**ACCT 521. Intermediate Financial Accounting I. 3 Credits.**

This is a first course in financial accounting for graduate students that has a preparer orientation, but also provides a foundation for analyzing financial statements. Specific content focuses on assets and current liabilities as well as the formats and uses of the primary financial statements. Prerequisite: Permission of MAcc Director. F.

**ACCT 522. Intermediate Financial Accounting II. 3 Credits.**

This is the second of a two-course in financial accounting for graduate students. The course has a preparer orientation, but also provides a foundation for analyzing financial statements. Specific content includes liabilities, investments, equity, revenue recognition and other topics. Prerequisite: ACCT 521 or Permission of MAcc Director.

**ACCT 525. Audit & Assurance Services. 3 Credits.**

Examines the role that assurance services play in improving the quality of information and its usefulness for decision making. Materiality and risk assessment are considered along with processes and controls in relation to financial statement audits. Prerequisites: ACCT 522 and ACCT 506, or Permission of MAcc Director. S.

**ACCT 526. Advanced Business Law for Accountants. 3 Credits.**

Examines legal topics relevant to accountants and financial professionals including securities law, commercial paper, secured transactions, professional liability, corporations and partnerships. Prerequisite: Permission of MAcc Director. S.

**ACCT 560. Personal Accountability & Ethics. 3 Credits.**

Examines foundations of ethical behavior with an emphasis on personal accountability. Issues, regulations, and cases relevant to accountants and auditors are examined. Approaches for dialogue in the context of ethical issues are introduced. Includes a service project component. Prerequisite: Permission of MAcc Director. F.

**ACCT 575. Special Topics. 3 Credits.**

Specific topic will vary from offering to offering at the discretion of the department. Prerequisites and/or corequisites may be required depending upon the special topic selected. Course may be repeated up to a total of nine credits with permission of department. Prerequisite: Permission of department. Repeatable to 9 credits.

**ACCT 590. Contemporary Readings in Accounting. 2 Credits.**

Review of outstanding monographs and other writings in the field of accounting.

**ACCT 591. Accounting Research. 1-6 Credits.**

Individual student projects designed to develop skills in accounting research.

**ACCT 592. Research in Federal Tax. 1-4 Credits.**

Research in Federal Income Tax with emphasis on corporations and shareholders. Prerequisite: ACCT 411 or equivalent. Repeatable to 4 credits.

**ACCT 593. Research in Business Law. 1-4 Credits.**

Individual projects designed to develop basic skills in legal research.

**ACCT 597. Graduate Accounting Internship. 1-6 Credits.**

Compensated work experience in various areas of accounting. Must follow processes and meet internship requirements of the Department of Accountancy and CoBPA. Repeatable to 6 credits. S/U grading. F,S,SS.

**ACCT 996. Continuing Enrollment. 1-12 Credits.**

Repeatable. S/U grading.

**ACCT 997. Independent Study. 2 Credits.**

The independent study requires the student to investigate a topic in accounting and to prepare a formal report satisfactory to the MAcc Program Director.

**ACCT 998. Thesis. 1-15 Credits.**

## Undergraduate Courses for Graduate Credit

**ACCT 309. Accounting Information Systems. 3 Credits.**

The application of systems design and use from the accountant's perspective. Coverage includes computerized and manual accounting systems, elements of internal control, flowcharting, and the interface of accounting and management information systems. Prerequisites: ACCT 301 and Junior or Senior Standing; declared CoBPA majors only. F,S.

**ACCT 312. Fund Accounting. 3 Credits.**

Financial accounting, control, and reporting for governmental and not-for profit entities. Prerequisites: ACCT 201 and ACCT 218; Junior or Senior Standing; declared CoBPA majors only. F,S.

**ACCT 401. Advanced Accounting. 3 Credits.**

Special problems in accounting including consolidated statements, partnerships, and foreign exchange. Prerequisites: ACCT 302; Junior or Senior Standing; declared CoBPA majors only. F,S.

**ACCT 403. Contemporary Accounting Theory. 3 Credits.**

A study of the emerging issues and the problems facing the accounting profession with special emphasis on the authoritative pronouncements as designated by the American Institute of CPAs and the Financial Accounting Standards Board. S-U grading not allowed. Prerequisite or Corequisite: ACCT 401 or consent of instructor; declared CoBPA majors only. F,S.

**ACCT 405. Assurance Services. 3 Credits.**

Explores methods of improving the quality of information or its context for decision makers. Examples include assurances on the reliability of financial statements, the processes and controls used to manage and operate businesses, assertions and agreements made to third parties, and regulatory compliance. Prerequisites: ACCT 302, ACCT 309, ECON 210; Junior or Senior Standing; declared CoBPA majors only. F,S.

**ACCT 406. Independent Assurance. 3 Credits.**

Auditing and assurance theory as applied by independent accountants. Prerequisites: ACCT 405 or consent of instructor; declared CoBPA majors only. S.

**ACCT 410. Federal Individual Income Tax. 3 Credits.**

Federal income tax relating to individuals to include the more complex tax situations. A computerized individual income tax preparation is used as a part of the course. Prerequisites: ACCT 201; Junior or Senior Standing; declared CoBPA majors only. F,S.

**ACCT 411. Business Income Taxation. 3 Credits.**

Federal income tax relating to corporations and partnerships. Introduction to estate and gift tax and fiduciary income tax. Prerequisites: ACCT 302; Senior Standing; declared CoBPA majors only. F,S.



**ACCT 416. Advanced Business Law. 3 Credits.**

Advanced topics and contemporary issues in business law including ethics, legal representation in business, and the impact of selected governmental regulations on businesses. Prerequisites: ACCT 315 and Senior Standing; declared CoBPA majors only. F,S.

**BADM Courses****BADM 500. The Successful MBA--Executive Skills. 2 Credits.**

Effective leadership requires a diverse set of skills; it requires vision, strategy, planning and inspiration, yet all of these skills are hinged on communication. Executives must communicate across various channels, use multiple modes, and communicate with individuals and teams. This course presents communication as integral to management strategy and as a critical component for success in the workplace. In this course we examine the fundamental skills necessary to succeed as an executive, examine fundamental communication strategies, and then put them into practice. Further, because effective group communication is a necessity in today's workplace we will learn and practice skills in designing presentations. The schedule will reflect eight learning modules that discuss professionalism, managing impressions, crafting arguments, managing conflict, leveraging diversity, working in teams, presenting in groups, and reflecting on skills, motivators and influences. F,S,SS.

**BADM 502. Business Research Methods. 3 Credits.**

A study of the methodology of research involving research design, problem definition, information sources, data collection instruments, and the organization and writing of a research paper. Prerequisite: Completion of MBA foundation courses or consent of instructor.

**BADM 597. Graduate Cooperative Education. 1-3 Credits.**

A practical experience with an employer closely associated with the student's academic area. A written report describing the student's job related experiences will be prepared. Prerequisite: Approval of MBA director. Repeatable to 3 credits. S/U grading.

**BADM 996. Continuing Enrollment. 1-12 Credits.**

Repeatable. S/U grading.

**BADM 997. Independent Study. 2 Credits.****BADM 998. Thesis. 4 Credits.****ECON Courses****ECON 503. Government and Business. 3 Credits.**

**ECON 504. Advanced Price Theory. 3 Credits.**  
Economic theory and methodology; theory of consumer behavior and demand; theory of production and distribution; equilibrium in commodity and factor markets; general equilibrium and welfare; behavior of economic agents in imperfect competition. Particular attention is given to efficiency and equity ramifications of perfectly competitive economic systems. Prerequisite: ECON 308. Prerequisite or Corequisite: ECON 416.

**ECON 505. Advanced Macroeconomic Theory. 3 Credits.**

Advanced study of macroeconomic theoretical models with particular attention to the analysis of business cycles, income growth and evaluation of public policies concerned with inflation and unemployment. Prerequisites: ECON 309 and ECON 416.

**ECON 506. Econometrics. 3 Credits.**

Econometric methods, theory, and applications. Topics include linear regression, least-squares estimation, inference, and hypothesis testing. Prerequisite: Admission to the MBA or MSAE program, or department consent required. S.

**ECON 509. Macroeconomic Decision Making. 3 Credits.**

Examination and utilization of theory and empirical evidence on macroeconomics in the business decision-making process will be stressed. Particular emphasis will be placed on inflation, interest rate changes, business taxation, and exchange rate movements. Prerequisites: ECON 202 and MATH 146.

**ECON 510. Topics in Applied Econometrics. 3 Credits.**

Statistical models and applied econometrics methods relevant to estimation and the testing of economic relationships. Prerequisite: ECON 506. S.

**ECON 514. Advanced Managerial Economics. 3 Credits.**

Microeconomic analysis applied to business decision-making. Topics include: the nature and scope of the firm, strategic decisions concerning product line, pricing, entry or exit from specific markets and the internal organization of the firm. Case studies are utilized as a main method of analysis. Prerequisites: ECON 201, ISBC 217 and MATH 146, or consent of instructor.

**ECON 524. Advanced International Economics. 3 Credits.**

This course provides a broad overview of international trade theory, policy, and/or international finance. The course focuses on empirical application based on these theories. Prerequisite: ECON 506. F.

**ECON 534. Applied Economic Analysis. 3 Credits.**

This is an applied course in economics, the purpose of which is to build on the tools learned in previous coursework, learn new tools, and discover how to apply these tools to the analysis of data from the real world. The course includes theory, though the focus is on applying the tools of modern econometrics to the study of cross sectional, time series, and panel data. Prerequisites: ECON 411, ECON 416 and ECON 506. F.

**ECON 545. Applied Public Economics. 3 Credits.**

This course aims to familiarize the student with the current literature on the economics and econometrics of policy and program evaluation. Prerequisites: ECON 506 and ECON 504. S.

**ECON 565. Demographic Methods for Economics. 3 Credits.**

We examine the three key demographic processes: mortality, fertility, and migration. The course emphasis will be on model development for each of the processes. Applications include economic policy issues such as pensions, medical insurance, and other current issues. Prerequisite: ECON 210. SS.

**ECON 575. Advanced Special Topics. 1-3 Credits.**

Topics of course will change from semester to semester but will typically emphasize an important aspect of economic theory or a significant issue in economic policy. Repeatable to 6 credits with different topics. Repeatable to 6 credits.

**ECON 580. Economic Development: Global, National, and Regional Issues. 3 Credits.**

The first part of this course focuses on growth theories, globalization and economic development and sustainable growth among less developed, developing, and more developed countries, as well as countries in transition to market economies. The second part of the course specifically examines economic development for advanced nations, incorporating rural, urban and regional economic analysis. Issues such as rural technology, employment, poverty, housing, transportation, location problems, industrialization, urbanization and sustainable growth in North Dakota and North Central Region are explored. Prerequisite: Department consent. F.

**ECON 592. Research in Economics. 2-3 Credits.**

Research work and use of original documents; collecting of material and preparing of special topics and bibliographies; familiarizing the student with government publications and other material available for study of economic problems.

**ECON 596. Applied Economics Research Seminar. 3 Credits.**

Seminar course intended to strengthen and further develop essential skills of research and formal presentation (written and oral) for both academic and professional audiences. Students will apply these skills to the development of their individual Independent Study or Thesis Project Proposal. Enrollment is restricted to MSAE degree students who plan to complete their Independent Study or Thesis in the following academic year. SS.

**ECON 597. Economic Research Internship. 1-3 Credits.**

An internship is designed to provide the student with an opportunity for participating in a supervised work experience directly related to the field of training. Students will work closely with the program adviser in planning the internship with an approved cooperating institution. Prerequisite: Permission of program director. Repeatable to 3 credits. F,S,SS.

**ECON 996. Continuing Enrollment. 1-12 Credits.**

Repeatable. S/U grading.

**ECON 997. Independent Study. 3 Credits.**

The independent study is a capstone for MSAE students on the non-thesis track. The course requires the student to investigate a topic or research question in applied economics that is assigned by the instructor. The student will prepare a research paper demonstrating his/her ability to creatively apply the various methods and perspectives taught in the MSAE program in addressing the assigned problem. Students will also be required to develop a presentation for their paper. F,S.

**ECON 998. Thesis. 4 Credits.**

The thesis is an original research project completed under the supervision of a thesis committee.

**Undergraduate Courses for Graduate Credit****ECON 324. Public Finance. 3 Credits.**

Growth and effects of the public sector of the economy emphasizing effects of taxation and spending or borrowing and debt management on efficiency and use of economic resources. Prerequisites: ECON 201 and ECON 202.

**ECON 338. International Economics. 3 Credits.**

Economic basis for gain in international trade; capital and population movements; international disequilibrium and the process of balance-of-payments adjustments; tariffs, underdeveloped countries. Prerequisites: ECON 201 and ECON 202. F, S.

**ECON 341. Labor Economics and Labor Relations. 3 Credits.**

A survey of the nature and causes of the economic problems of the American wage and salary earner and of the attempts of wage earners and society, through organizations and legislation, to alleviate these problems. The course comparatively surveys the history and systematic theories of labor movements and the market and institutional influences on wages and employment. Particular emphasis will be placed on the law of industrial relations, employment and income access, and the adjustment of labor disputes. Prerequisites: ECON 201 and ECON 202. F.

**ECON 355. Government Regulation of Business. 3 Credits.**

An exploration of the many ways that federal and state governments regulate business activity. Government regulation falls into three broad areas: economic regulation; social regulation; antitrust laws. The historical development of regulation, from both a legal and economic perspective, will be discussed. Particular attention will be paid to the current trend toward deregulation of previously regulated industries such as airlines, telecommunications, and trucking. Prerequisites: ECON 201 and ECON 202. F.

**ECON 400. History of Economic Thought. 3 Credits.**

Broad overview of the major schools of thought including Mercantilist, Physiocrat, Classical, Marxian, Socialist, Historical, Austrian, Neoclassical, Institutional, Keynesian, and Monetarist. The coverage includes value theory, income/expenditure theory, growth/development theory, scientific method, scope and public policy. Prerequisites: ECON 105 or ECON 201, and ECON 202. S.

**ECON 410. Empirical Methods in Economics I. 3 Credits.**

This course is an introduction to econometrics, the joint area of economics and statistics dealing with the application of statistics to economic problems. The course objectives are to acquire a basic understanding of the theory and methods of econometrics and to gain practical experience in utilizing these methods. The students will use the tools developed in the course in homework and written assignments so that they can develop an insight to theory and its application. Prerequisites: ECON 201, ECON 202 and ECON 210. F.

**ECON 411. Economic Forecasting. 3 Credits.**

An introduction to Economics Forecasting and Time Series Analysis. The course will cover specifications and estimation of ARMA models, seasonality, non-stationarity, unit roots and forecast evaluations. Empirical applications are used throughout the course. Prerequisite: ECON 410 or ECON 506. S.

**ECON 416. Mathematics for Economists. 3 Credits.**

Study of mathematical methods in the areas of introductory calculus and linear algebra, and their application to economic analysis. Mathematical analysis of static and dynamic equilibrium models, growth models, distribution, production functions, cycles, activity analysis, mathematical programming, and model building. Prerequisites: ECON 308 and ECON 309; MATH 146 or MATH 165. On demand.

**ECON 438. International Money and Finance. 3 Credits.**

Identification of key international financial concepts and analysis of their relationships in the international money and capital markets; determination of the balance of payments and exchange rates; and examination of alternative organizations of the international monetary system. Prerequisite: ECON 303. F.

**ENTR Courses****ENTR 575. Special Topics. 3 Credits.**

Specific topic will vary from offering to offering at the discretion of the department. Departmental permission will be required for enrollment. Course may be repeated once with topic change. Prerequisite: Departmental permission. Repeatable to 6 credits.

**ENTR 580. Seminar in Social Entrepreneurship. 3 Credits.**

Social Entrepreneurship is a rapidly growing, interdisciplinary area of interest that draws on entrepreneurial knowledge and skills to craft innovative businesses that address social needs. This course explores current trends in both the private and social sectors, which are creating space for innovation and opportunities for individuals to apply their business skills to drive positive and large scale social change. We will explore major opportunities and challenges presented by social enterprise through examining a variety of models ranging from social purpose to the creation of social ventures. Students will work in teams to conduct a feasibility study for a social entrepreneurship related project. Through the project, students will enhance and apply their understanding of business strategies and processes that enhance sustainability and social impact. These strategies can include launching revenue-generating enterprises, developing a marketing plan for an existing social enterprise, or creating strategic partnerships with the private sector. Students will also gain practical skills necessary to develop and manage a high-impact social venture. F, odd years.

**FIN Courses****FIN 501. Managerial Finance. 3 Credits.**

The development of financial decision-making skills, using the case-analysis method, through application of financial theory to topical areas of analysis, planning, control, asset management, financial instruments, markets, capital structure, dividend policy, cost of capital, etc. Prerequisite: Successful completion of Ivy Software's "Understanding Corporate Finance" self-paced course or demonstrated equivalent competencies. F, S.

**FIN 520. Investment Theory and Management. 3 Credits.**

An introductory course designed for MBA students in the study of the usage and valuation of the major investment vehicles popular today. Although the ultimate objective is to develop a conceptual framework in which the student can expand his or her knowledge of the investment field, the course is taught in a practical fashion and incorporates materials from both the Chartered Financial Analyst (CFA) and Certified Financial Planner (CFP) curricula. Prerequisite: FIN 501 or consent of instructor.

**FIN 575. Special Topics. 3 Credits.**

Specific topic will vary from offering to offering at the discretion of the department. Departmental permission will be required for enrollment. Prerequisites and/or corequisites may be required depending upon the special topic selected. Course may be repeated up to a total of nine credits with permission of department. Prerequisite: Departmental permission. Repeatable to 9 credits.

**Undergraduate Courses for Graduate Credit****FIN 420. Investment Analysis and Portfolio Management. 3 Credits.**

Comprehensive study of methods used to evaluate securities. Includes formulation of investment strategy and analysis, design of portfolios for classes of individual investors and institutions, fundamental analysis and portfolio performance evaluation. Extensive use of financial databases and software. Prerequisites: FIN 340 and FIN 360; Junior or Senior Standing; declared CoBPA majors only. F.

**FIN 475. Cases in Managerial Finance. 3 Credits.**

Introduces students to construction and utilization of financial management decision models using case study examples. Topics evaluated include working capital management, capital budgeting, cost of capital, capital structure, dividend policy, valuation, risk-return, and special topics of financial management. Students are required to develop original simulation models, prepare formal case reports, and orally and visually present their results. Prerequisites: FIN 340 and FIN 360; Junior or Senior Standing; declared CoBPA majors only. S.

## ISBC Courses

### ISBC 510. Business Intelligence. 3 Credits.

A business intelligence (BI) system is an information system that supports decision making process. BI is also about creating strategic value for organizations based on data. This course provides critical thinking and self-learning abilities by discovering the business intelligence and data analytic challenges. The expected outcome of the course will allow each student to have a solid understanding of current and emerging issues and best practices of data visualization and data analytics. Students will also gain a strong business process analysis experience. The course will challenge each student in her/his ability to use big data, predictive data analysis, data gathering techniques, data warehouse, knowledge management, data mart, and data mining systems. These challenges are becoming a prevalent factor in the present turbulent business environment. Prerequisite: Admission to the MBA program or department consent required. F,S.

### ISBC 517. Advanced Accounting Systems. 3 Credits.

An advanced study of integrated information systems and how these affect business decisions. Prerequisite: ACCT 309 or permission of instructor.

### ISBC 520. Communication for the Professional. 3 Credits.

Examines theory and research relevant to understanding the communication process. Topics include strategies of organizing, globalization, technology, power, and diversity.

### ISBC 590. Special Topics. 3 Credits.

Specific topic will vary from offering to offering at the discretion of the department. Departmental permission will be required for enrollment. Prerequisites and/or corequisites may be required depending upon the special topic selected. Course may be repeated up to a total of 6 credits with permission of department. Prerequisite: Department permission. Repeatable to 6 credits.

## MGMT Courses

### MGMT 501. Quantitative Analysis for Management Decisions. 3 Credits.

The topic of quantitative business modeling is relevant to all business professionals. Management in today's turbulent economic times requires a full breadth of management skills and capabilities. This course provides comprehensive coverage of both traditional management skills and new competencies needed in a turbulent environment characterized by economic turmoil and general uncertainty of the future. This course is designed for any manager who is engaged in solving difficult business problems. The key to problem solving is knowing how to select and then use the right tools. The primary goals of this course are to provide a variety of quantitative models that should be useful in solving business problems, explain how they work, and show how the decision maker can apply and interpret them. This course covers various topics, such as Linear Programming, Sensitivity Analysis, Network Models, Integer Programming, Nonlinear Programming, and Forecasting. Spreadsheet-based tools and techniques will be extensively utilized in building various decision models for effective decision making in this course. Because Excel currently offers the best collection of built-in analytical capabilities, it will be used with this course. Prior experience with Excel is certainly helpful, but it is not required. Prerequisites: Admission to the MBA program and ECON 506. S,SS.

### MGMT 505. Organization Leadership and Ethics. 2 Credits.

This course will explore concepts of leadership and ethics in organizations and business. Students will examine major theories of leadership and their application to practice in groups and organizations, models of ethical thinking and behavior, and how managers can effectively lead others in a responsible manner. Prerequisite: Graduate standing.

### MGMT 515. Advanced Managerial Theory. 3 Credits.

This course will explore the management of people and organizations. Students will examine concepts of the behavior of individuals and groups within organizations, motivation, decision making, conflict, organization design, and human resource management, and explore the application of theories in management practice. Prerequisite: Graduate standing. F,S.

### MGMT 545. Strategic Supply Chain Management. 3 Credits.

Contemporary supply chains are complex systems that must be constantly adapted with the changing environment in which they are functioning. This course will explore the management of supply chains including concepts of supply chain networks, supply chain strategies, and some analytic tools for supply chain performance. It is the vital responsibility of supply chain managers to continuously improve their firm's competitive position in the marketplace. Students will examine how supply chains can be organized effectively (strategic) and efficiently (operational) in order to satisfy the market, customer demand, and supply chain trading partners. Prerequisites: Admission to the MBA program and completion of "Business Math and Statistics" course from Ivy Software.

### MGMT 575. Special Topics. 3 Credits.

Specific topic will vary from offering to offering at the discretion of the department. Departmental permission will be required for enrollment. Prerequisites and/or corequisites may be required depending upon the special topic selected. Course may be repeated up to a total of 9 credits with permission of department. Prerequisites: Departmental permission. Repeatable to 9 credits.

### MGMT 585. Advanced Strategic Management. 3 Credits.

An integrating course designed to develop coordinating ability and experience in the decision-making process. Taught from the point of view of the top management and by the case method, the course develops understanding of an overall point of view, through analysis of actual business situations, and an appreciation of the relations of the production department to other departments and to the business as a whole. Concluding cases place emphasis on the responsibilities of business enterprise to the community and to society generally. Prerequisites: ACCT 509, MGMT 515, MRKT 510 and FIN 501, or consent of instructor.

### MGMT 596. Individual Research. 2-4 Credits.

MGMT 597. Readings in Management. 1-3 Credits.  
Repeatable to 3 credits.

MGMT 996. Continuing Enrollment. 1-12 Credits.  
Repeatable. S/U grading.

MGMT 997. Independent Study. 2 Credits.

MGMT 998. Thesis. 1-15 Credits.

## Undergraduate Courses for Graduate Credit

### MGMT 361. Managerial Negotiations. 3 Credits.

A survey of negotiation, mediation, arbitration, and emerging methods of alternative dispute resolution. Students will be required to engage in small and large group discussions, simulated negotiations and mediations in addition to regular reading assignments. This course is designed to help students understand their bargaining position in a variety of settings, devise negotiating strategies, and build their persuasive abilities and self-confidence in negotiations. Prerequisite: MGMT 300 with grade of C or better. On demand.

### MGMT 400. Organizational Theory and Analysis. 3 Credits.

The course is designed to acquaint students with some of the alternative ways in which organizations may be designed to accomplish their tasks. The course reviews the development of organization theories, their current status, and their future. Emphases are placed on the analyses of system theories pertaining to structure, process, and context. Prerequisites: MGMT 300 with grade of C or better, Junior or Senior standing, and declared COBPA majors only. Prerequisite or Corequisite: MGMT 310 with grade of C or better. F,S.

### MGMT 407. Wage and Salary Administration. 3 Credits.

The role of a wage and salary administrator is studied. The course focuses on the fundamentals of wage theory, job evaluation and pricing, employee evaluation, individual and group incentive plans, benefits, and managerial/executive compensation. Prerequisites: MGMT 302 with grade of C or better, Junior or Senior standing, and declared CoBPA majors only. F.

### MGMT 408. Issues in Human Resource Management. 3 Credits.

This course is designed to facilitate a more in-depth study of selected issues confronting organizations in the area of personnel administration. Treatment of these issues will be accomplished utilizing some combination of the following methods: extensive reading and class discussion, individual student reports, case study analysis, and/or individual student projects. Prerequisites: MGMT 302 with grade of C or better, Junior or Senior standing, and declared COBPA majors only. S.

**MGMT 409. Union-Management Relations. 3 Credits.**

This course provides the student with an overview of the role of labor unions in contemporary organizations. The primary emphasis of the course is on the collective bargaining process. Students are engaged in simulated collective bargaining processes involving negotiations, mediation, arbitration, and final contractual agreements. Causes of industrial disputes and grievance arbitration are also covered. Prerequisites: MGMT 302, Junior or Senior standing, and declared COBPA majors only. S.

**MGMT 420. Multinational Management. 3 Credits.**

This course is an introduction to the dynamics of management processes encountered in a multinational business setting. It covers comparative management systems and analysis of various environmental conditions for making effective managerial decisions within a multinational company. Adaptation to different cultures is emphasized as one of the essential components of the successful multinational management equation. Prerequisites: MGMT 300, FIN 310, Junior or Senior standing, and declared COBPA majors only. F.

## MRKT Courses

**MRKT 510. Strategic Market Planning. 3 Credits.**

This course is designed to facilitate an understanding of strategic market planning, with specific emphasis on decisions relating to marketing management. Students will develop an understanding of marketing as both a corporate function and a strategic/tactical managerial activity. Specifically, students will develop a realistic logic and application for marketing management and how marketing strategy is informed by marketing research. Special attention will be given to the marketing function as it impacts customer metrics and organizational performance. Prerequisite: BADM 500. F,S.

**MRKT 530. Strategic Relationship Marketing. 3 Credits.**

This course is designed to facilitate an understanding of strategic relationship marketing with a significant focus on organizational performance and the accountability of the marketing function. Throughout the course, attention will focus on the relational nature of B2B, B2C, and C2C marketplaces and the impacts of firm level marketing decisions upon firm performance measures (KPIs such as market share, sales, profit, call center productivity and efficiency, and customer satisfaction/ loyalty). Macro topics covered include relationship, differential advantage, segmentation, buyer behavior, marketing research, demand forecasting, and marketing planning. Specific strategic and tactical decisions examined include the relational outcomes of R D expenditures, conducting and interpreting marketing research, and marketing mix elements of products, pricing, distribution, sales force and communications decisions. In sum, this course is designed to provide a strategic relational paradigm for understanding B2B, B2C and C2C marketing and provide a "hands on" learning experience in marketing analysis, planning, and decision making towards the end goals of overall firm performance and customer satisfaction. Prerequisite: Graduate standing.

**MRKT 540. Marketing Seminar. 3 Credits.**

Emerging topics in the field of marketing. Prerequisite: MRKT 305.

**MRKT 575. Special Topics. 3 Credits.**

Specific topic will vary from offering to offering at the discretion of the department. Departmental permission will be required for enrollment. Prerequisites and/or corequisites may be required depending upon the special topic selected. Course may be repeated up to a total of 9 credits with permission of department. Prerequisites: Departmental permission is required. Repeatable to 9 credits.

**MRKT 592. Graduate Research in Marketing. 1-3 Credits.**

Repeatable to 6 credits. Prerequisites: BADM 502 and consent of instructor. Repeatable to 6 credits.

**MRKT 595. Graduate Readings in Marketing. 1-3 Credits.**

Repeatable to 6 credits. Prerequisites: Consent of instructor is required. Repeatable to 6 credits.

**MRKT 996. Continuing Enrollment. 1-12 Credits.**

Repeatable.

**MRKT 997. Independent Study. 2 Credits.****MRKT 998. Thesis. 1-15 Credits.**