MBA

Business Administration

MBA 501: Management Economics
The techniques and approaches of microeconomic reasoning are applied to issues of management and policy. The theory of the market and the price system are closely examined to identify areas where neoclassical economics is helpful to the analyst and manager. Decisions regarding firm boundaries, competition, pricing, and entry are examined. Extensive use is made of case studies.
Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 502: Finance
How firms meet and manage their final objectives. Today's financial environment, the fundamental trade-off between risk and return, the time value of money, and valuing future cash flows are discussed. Financial tools and techniques, which can be used to help firms maximize value by improving decisions related to capital, are explained. Bond and stock valuations are introduced.
Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 503: Data Analysis and Decision Making
An introduction to statistical techniques useful in the analysis of management problems. We motivate each topic by managerial applications, and we analyze actual data sets using modern statistical software. Topics include probability estimation, hypothesis testing, and regression analysis.
3 credits, Letter graded (A, A-, B+, etc.)

MBA 504: Financial Accounting
Introduction and exploration of basic financial accounting terminology, principles, concepts, and their relevant business applications. This course will include the recording, summarization, and adjustment of financial transactions and the preparation and presentation of the basic financial statements. Other topics will include valuation methods for cash, accounts receivable, inventory and property, plant and equipment. This course is also offered as EMP 502.
3 credits, Letter graded (A, A-, B+, etc.)

MBA 505: Marketing
A survey course covering the foundations of the marketing discipline. The course is designed to give students conceptual frameworks and tools to help firms meet demands of the marketplace in a profitable way. A wide range of marketing strategy topics (e.g., segmentation, positioning) and marketing tactics (the Four P's of Marketing-- Product, Price, Place and Promotions) will be covered, as well as development of the discipline's foundations (definition, philosophy, and the history of marketing).
3 credits, Letter graded (A, A-, B+, etc.)

MBA 506: Leadership, Team Effectiveness and Communications
This course focuses on business leadership, teamwork and communications. It seeks to answer the following three questions: What do leaders really do? What makes teams effective? How do you create persuasive communications? The course addresses such topics as leading organizational change, managing corporate crises, building motivated teams, and developing strategic communications. It examines these topics with a goal of not only imparting knowledge about these managerial practices but also assisting students to acquire the skills necessary to become business leaders, team builders and articulate communicators. We will seek to bridge theory and managerial practice by using case studies and inviting business executives to the class.
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 507: Ethics and Law
This course would link the main ethical problems facing the modern manager with the statutes and regulations that have been enacted to deal with these problems. Emphasis is placed on the moral and ethical responsibilities that relate to investors, employees, customers, and the community. Students will learn the basic vocabularies of business law and of ethics.
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 508: Strategic Management
The principles and techniques of strategic management by which an organization sets and implements its long-range direction. This includes the processes of environment scanning, self-assessment of organizational purpose and comparative advantage, and synthesis of organizational mission, plans, and strategic initiatives. Extensive use is made of case studies and in-class exercises.
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 509: Continuous Quality Improvement
This course provides students with understanding of concepts of TQM and quality improvement methods to attain world-class performance in business operations. Topics include policy deployment, process improvement methodology, daily work management, quality story methodology, six sigma, poka-yoke, ISO, Deming and Baldrige Awards criteria.
3 credits, Letter graded (A, A-, B+, etc.)

MBA 510: Employee Benefits
This course addresses an area of major social change: new developments in fringe benefit programs available to American workers. Topics include pensions, social security, savings and profit sharing plans, and other benefits in the working and retirement years. It also compares fringe benefits available to the individuals in the private, public, and not-for-profit sectors. Future fringe benefit programs and policies will also be explored. This course is offered as both CES 510 and MBA 510.
3 credits, Letter graded (A, A-, B+, etc.)

MBA 511: Technological Innovations
Innovation drives the modern firm by the interaction of technical invention and managerial entrepreneurship. This course explores the variety of sources of new products, processes, and services, such as inventors, universities, research and development departments in industry, and government labs. In addition, the course explores the variety of ways of bringing new products, processes, and services to market, including startup firms, acquisitions, mergers, and entrepreneurship within the firm. Case studies showing the interaction of invention and entrepreneurship are analyzed. A term project is required in which the student either analyzes the history of invention and entrepreneurship in a major firm or writes a business plan for high technology startup firm.
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 512: Business Planning and Strategic Management
The principles and techniques of strategic management by which an organization sets and implements its long-range direction. This includes the processes of environment scanning, self-assessment of organizational purpose and comparative advantage, and synthesis of organizational mission, plans, and strategic initiatives. Extensive use is made of case studies and in-class exercises.
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 513: Human Relations in the Workplace
This course focuses on improving the quality of work life for employees, as a value in itself and as an incentive to greater productivity and reduced turnover. Students will explore: the importance of communication-orientation of new employees, formal and informal consultation, quality circles, billboards, news bulletins, etc., and exit interviews; providing opportunities for job enrichment and career development-career planning assistance, practitioner training, cross training, job rotation, job sharing and flextime, enriching each job as the employee progresses; employee assistance programs-financial planning, drug.
and alcohol rehabilitation, retirement planning, educational assistance, summer jobs for kids, etc.; recreational programs-athletic teams, holiday and seasonal celebrations, community service participation and contests. All of these activities contribute to developing the joint participation of employees and management which is the hallmark of the well-managed corporation. This course is offered as both CES 511 and MBA 513.

**MBA 514: Collective Bargaining and Arbitration in the Public Sector**

This course presents an overview of the history, procedures, and problems of public sector labor relations, and comparisons with the private sector. The role of public opinion and politics in public sector bargaining will be explored. Students will role play the negotiation of a public sector contract: preparation of bargaining package, negotiation, mediation, fact-finding, arbitration. They will also prepare, present, and critique a public sector grievance case from its shop origins to its final disposition by arbitration. This course is offered as both CES 514 and MBA 514.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 515: Managing in a Global Economy**

Because both the similarities and differences of organizations and management across national boundaries must be a part of the knowledge base of tomorrow's manager, this course examines proprietorships, partnerships, corporations, governmental regulatory agencies, public authorities, voluntary social services, multinational corporations, and strategic alliances, as well as combinations of these organizations, across sectoral and national boundaries.

*Spring, 3 credits, Letter graded (A, A-, B+, etc.)*

**MBA 516: Strategic Brand Management**

Highly interactive course. Hands-on, practical exploration of product, service, and enterprise-wide brand building and management. Course is structured along daily responsibilities and challenges faced by working brand/marketing managers and will provide experience with proven strategies for building successful brands in the competitive marketplace, the decisions and options faced by brand managers, and the tools to effectively manage brands.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 517: Information Systems for Management**

Information systems and its role in strategic planning and managerial operations in business. The systems approach to the analysis, design, and implementation of information systems. Recent developments in information technology and its impact on existing and future information systems.

*Fall, 3 credits, Letter graded (A, A-, B+, etc.)*

**MBA 518: Principles of Sales Management**

This course prepares students to manage a sales force. Through lectures, discussions, assignments, and case analysis, students will understand principles and best procedures of sales force management as they apply to both small and large organizations.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 519: Grievance Handling and Arbitration**

Grievance and arbitration procedures in a variety of private- and public-sector labor agreements are examined in terms of contract clauses, practical procedures, and problems characteristic of different employment sectors. Dispute settlement between parties themselves is explored, and the final recourse to arbitration is examined in terms of arbitrator selection, case preparation, presentations at hearings, and analysis of awards. Prerequisites: CES 516 or MBA 533 or strong work experience in a position that requires familiarity with labor laws, such as FLSA, FMLA, ERISA, COBRA, and HIPPA.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 520: History of Labor Relations**

The course proceeds from the beginnings of labor organization in the guilds and crafts of the early 19th century, to the accelerating pace of change today. The peaking of union strength during World War II and its subsequent decline after Taft-Hartley are discussed, as well as the economic and social reasons for the gradual weakening of organized labor. A discussion of the future of organized labor concludes the course.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 521: Industry Project**

Under faculty supervision, groups of students work for clients on management issues in a variety of areas such as health care, MIS, marketing, data analysis, business plans and the like. The course provides students with the opportunity to apply the analytic skills they have learned in the classroom to actual management problems. Students also gain practical experience in business writing, giving formal presentations, and working in teams.

The format for the course is a combination of work in the classroom and "lab" work. The lab work consists of visits with a client, developing a formal proposal, generating a final report, and various other elements of a professional consulting arrangement.

*Fall, 6 credits, Letter graded (A, A-, B+, etc.)*

**MBA 522: Industry Project**

Under faculty supervision, groups of students work for clients on management issues in a variety of areas such as health care, MIS, marketing, data analysis, business plans and the like. The course provides students with the opportunity to apply the analytic skills they have learned in the classroom to actual management problems. Students also gain practical experience in business writing, giving formal presentations, and working in teams.

The format for this course is a combination of work in the classroom and "lab" work. The lab work consists of visits with a client, developing a formal proposal, generating a final report and various other elements of a professional consulting arrangement.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 523: Human Resource Management Workshop**

This course is designed for human resources practitioners who wish to prepare themselves for higher level executive positions: planning for the personnel function relative to organizational purpose and size of workforce; developing recruiting plans, job classifications, and wage schedules; establishing benefit systems; and training supervisors, systematizing employee supervision, and evaluation methods. Finally, the class will develop such motivational incentives as career development, job enrichment, and employee assistance programs and learn how to devise model affirmative action and employee safety procedures. This course is offered as both CES 523 and MBA 523.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 524: Labor Negotiations Workshop**

This is an advanced class in the negotiation of labor agreements in the private and public sectors. Through case studies and presentations students acquire an understanding of the attitudes and strategies of both negotiation parties, evaluation of the economic and political environments, gathering of essential information, determination of bargaining style and strategy, and role playing of negotiations using sample contracts. Guest lecturers critique class performance, offering suggestions for
improving negotiation skills. This course is offered as both MBA 524 and CES 524.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 525: Employment Law

This course is designed to give business and HR professionals insight into and practical knowledge of the various legal issues that inform today’s employer-employee relationships. Topics will include hiring practices, formation of the employment contract, laws governing the work relationship, investigation protocols and risk-reduction techniques, viewed against a backdrop of emerging employment trends. This course is offered as both CES 525 and MBA 525.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 526: Job Evaluation and Compensation Systems

An advanced course providing students with both theory and specific knowledge of job evaluation and compensation systems, including union issues, comparable worth and legal requirements: preparation of job analysis, descriptions, specifications and evaluations; theory of compensation systems as they relate to job satisfaction and employee morale; development of wage and salary surveys, internal and external equity pay scales, performance-based pay systems, and salary administration procedures. An analysis of incentives-bonuses, stock options, salary deferrals and special benefits will complete the course.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 527: Women in the Workplace

This course addresses the economic and social struggle of women to achieve workplace equality. It includes an examination of their labor force participation; the remuneration of women; segregated employment patterns; special problems of women in professional, managerial, and scientific disciplines; analysis of the corporate environment and the role of affirmative action in removing formal and informal barriers to progress. It investigates the campaign for comparable worth; alternative definitions of success; women’s contribution to the world of work; the glass ceiling and the mommy track; work-family issues; child care; sexual harassment; and women as managers. The course will feature case analysis and guest speakers from different organizations. This course is offered as both CES 517 and MBA 527.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 528: Risk Management

The course focuses on the wide range of risks faced by law firms, partners and managers. Each session will examine various risk categories, teaching participants how to define and quantify risk.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 529: Managerial Accounting and Decision Making

This course covers cost accounting concepts and theories and the implementation of an accounting system as a source of information for decision making, planning, control, and the evaluation of organizational performance by management. Other topics include cost-volume-profit analysis, overhead rates, budgeting and statement of cash flows.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 530: Employee Dispute Resolution and Conflict Management

The methods and procedures for reaching negotiated agreements. Topics include reducing conflict and confrontation between contending parties, analysis of the techniques of win-lose and win-win negotiation, and mediation. Students are expected to participate in a series of workshop activities and simulated cases to reveal how negotiation and mediation are applied to resolving difficulties in business management, labor relations, international and domestic affairs, patient/doctor/hospital relations, and other areas where negotiation and mediation play a significant role in modern life. This course is also offered as CEX 547.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 531: New Developments in Human Resource Administration

This is an advanced course, designed to examine new developments and professional concerns in human resource administration. The course focuses on such topics as productivity in the American workplace; developing union/management cooperation for productivity; methods of training in the workplace; impact of the computer revolution on the personnel field; and specialized personnel needs of the new workforce in a high-tech and service economy.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 532: Foundations of Human Resource Management

This is the mandated course in the human resource sector of the Human Resource Management curriculum. It addresses the historical development of labor unions in the United States, the evolution of the legal framework governing labor relations today, and the major elements of collective bargaining and dispute resolution techniques used in the private and public sectors. This course is offered as both CES 516 and MBA 533.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 533: Survey of Labor and Employee Relations

This course covers collective bargaining in America: areas of union growth, stability, and decline. Examination of current labor-management agreements in the key areas of wages, productivity, retirement and health plans, employee security, and career advancement will be explored. The chief problems emerging in current negotiations in both the private and public sectors will be examined. This course is offered as both CES 518 and MBA 553.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 534: Contemporary Issues in Employee Relations

This course covers collective bargaining in America: areas of union growth, stability, and decline. Examination of current labor-management agreements in the key areas of wages, productivity, retirement and health plans, employee security, and career advancement will be explored. The chief problems emerging in current negotiations in both the private and public sectors will be examined. This course is offered as both CES 518 and MBA 553.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 535: New Product Marketing

New products are a very important part of most all modern companies, particularly those having to compete on a global level. This course looks at the specific challenges in both coming up (conceptualization, design, and development) with new products and how to market them to different marketplace...
segments. Target marketing techniques and quantitative and qualitative approaches to assessing markets and product/market fits will be examined in depth. This course will incorporate a combination of formats - including lectures, computer labs, and team projects. It is recommended that Marketing Research be taken before this course.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 536: Financial Management**

How managers should interface with accounting and finance departments and how firms meet their financial objectives. Financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management are explained. Related topics include multinational financial management, risk management, and mergers and acquisitions.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 537: Training and Development**

This course provides an overview of employee training methods, training design, development programs, and evaluation procedures, including cost/benefit analysis. Emphasis is placed on how to perform a needs analysis, how to select the latest training technologies, and how to apply these technologies to maximize adult learning. In addition, development strategies are reviewed—for instance, when to train generalist managers and specialists, how to foster an atmosphere conducive to continuous learning, and how to reward supervisors for supporting their subordinates’ development. Students apply these concepts to a specific organization for hands-on learning. In addition, a focus on career planning and development gives students a chance to take interest inventories and self-assessments of abilities and learning style. Students formulate their own career plans and develop action strategies. This course is offered as both MBA 537 and CEX 537.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 538: Organizational Change Management**

The aim of this course is to acquaint students with types of organizational change and the roles of human resources managers as change agents. Cases, group exercises, and class discussions are used to examine change methods, employees’ reactions to change, facilitation techniques, and evaluation methods. Roles of leaders, managers, employees, and human resources professionals are considered. Targets of change include job designs, interpersonal relationships, and organizational structures. Quality improvement, employee involvement, and professional development are studied as examples of change strategies. Students learn how to help themselves and their co-workers cope. This course is offered as both CEX 538 and MBA 538.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 539: Investment Analysis**

Modern investment and traditional approaches to investment valuation, selection and management. Modern investment theory, including asset pricing models and efficient market hypotheses are explained. Traditional approaches to stock and bond selection, including fundamental analysis and technical analysis, will be explained in detail.

Investment management strategies for both individual and institutional investors will be developed and discussed.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 540: Bank Management**

The goal of this course is to introduce students to the banking industry, and develop skills necessary to effectively manage a financial institution. We will start with an overview of the banking industry and its regulatory environment. Then, we will learn how to analyze bank performance, how to measure and manage various risks associated with financial intermediation, and how to maximize bank market value.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 541: Accounting for the Small Business Entrepreneur**

This course is designed to introduce the student to accounting and other financial concepts that the small business entrepreneur needs to know in order to be successful. The course will reinforce accounting concepts already introduced in the Financial Accounting course with an emphasis on the small business. Other business/financial concerns such as bank reconciliations, payroll preparation, payroll and sales tax compliance, maintenance of installment debt, and utilization of sales and purchase discounts will be reviewed. Since most small business entrepreneurs need to either do their own bookkeeping or at least be intimately involved in the process this course requires the student to become familiar with two different accounting software packages (Quickbook and Peachtree).

Prerequisite: G-1 Standing Summer, 3 credits, Letter graded (A, A-, B+, etc.)

**MBA 543: Management Science**

An introduction to mathematical models useful in the analysis of management problems. We motivate each topic by managerial applications, and we analyze problems using modern software. Topics include forecasting models, linear and integer optimization models, and decision models.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 545: Capital Markets and Financial Institutions**

Financial institutions and capital markets form the basis of the financial system in our global economy. Capital markets are the conduits in which capital flows through financial institutions to a network of organized and over the counter markets. Students will learn how many of these markets work in tandem to propel our economy forward. Topics include money markets, foreign exchange markets, derivative markets, the banking industry and the business of banking. The role of money in the capital markets and a variety of financial products offered by financial institutions will be explained.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 547: Fundamentals of Fixed Income Analysis**

A concrete understanding of the fundamentals of fixed income security analysis. Study of the basics of bond analysis, such as the relationship between the price and yield of a bond, the sensitivity of a bond’s price to changes in yield, and measuring the total return on a bond. We will analyze the determinants of interest rates and how different market participants interact. Trading strategies, evaluate their risk, and perform ex-post analyses will be discussed.

3 credits, Letter graded (A, A-, B+, etc.)

**MBA 548: Fundamentals of the Bioscience Industry**

A 4-module course set up to provide students with a comprehensive introduction to the complexities of the bioscience business environment.

Prerequisite: Must be either a BME or MBA graduate student (West Campus). All other students must obtain permission from the instructor.

Spring, 3 credits, Letter graded (A, A-, B+, etc.)

**MBA 549: Risk Management**

This course introduces students to risk management primarily from the perspective on non-financial corporations. Focus will be placed on why firms should or should not manage risk, while demonstrating how
risk management can be used to reduce the probability that a firm will encounter financial distress or earnings volatility, and whether such activities can enhance shareholder value. The course offers an integrated approach to risk management by combining concepts, tools, and techniques which derive from the financial risk management and insurance disciplines. The course texts focus on pure risk, or the use of insurance products to reduce risk and financial risk management, including commodity price, exchange rate, interest rate, and credit risk management. Financial derivative products will be used extensively; however, the focus will be more on the appreciation of derivative products to hedge risk, rather than the valuation of derivatives.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 551: Cases in Finance
Application of finance concepts to cases involving financial decisions in a corporate or institutional setting. Students will be asked to perform the work of a manager or analyst in a professional capacity, direct their attention to specific questions raised and report back with analysis and recommendations from the perspectives of the CFO, the Lending Officer, and other managerial positions. Prerequisite: MBA 502 and MBA 504

3 credits, Letter graded (A, A-, B+, etc.)

MBA 552: Mergers and Acquisitions
The focus of this course is on buying a controlling stake in firms. The main topics to be covered are: Growth through acquisitions, Critical Steps in the M&A Process, financial valuation of mergers and friendly acquisitions, hostile takeovers and buyouts. The course should be of interest to students interested in pursuing careers as private equity investors, advisors in investment banking and corporate managers.

Prerequisite: MBA 502, MBA 504

Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 553: Simulation and Modeling
A comprehensive course in formulation, implementation, and application of simulation models. Topics include data structures, simulation languages, statistical analysis, pseudo-random number generation, and design of simulation experiments. Students apply simulation modeling methods to problems of their own design. This course is offered as CSE 529, AMS 553 and MBA 553.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 555: Consumer Behavior
Consumer behavior examines the psychological, social, cultural and demographic factors that impact purchasing decisions. The course also examines consumer needs and marketing opportunities emphasizing their implications for marketing strategies. Topics include the consumer decision making process, motivation and its effect on behavior, images, attitudes, social and cultural influences, models of consumer behavior, segmentation strategies, and promotional applications. The course is delivered by lectures, case studies, a simulation and the student's development of a personal purchasing diary with its subsequent analysis.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 557: Introduction to Professional Consulting
The Introduction to Professional Consulting course covers the complete process of business consulting, from developing business proposals and mobilizing consulting teams, to producing deliverables and deploying solutions. The course is designed to provide MBA students with the background and basic skills needed to pursue a career in consulting. The course covers how professional service companies conduct consulting in areas such as strategy consulting, business change, training, organizational development, and IT. Practical concepts, tools, techniques and frameworks are covered that can be used in all forms of consulting and in any area of application. The course emphasizes the competencies needed to become a trusted advisor.

Offered Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 559: Computational Finance

3 credits, Letter graded (A, A-, B+, etc.)

MBA 560: Design and Analysis of Management Information Systems
An overview of information systems and the system development life cycle. Emphasis is on tools and techniques that the programmer or analyst can use to document information systems. Classical and structured tools for describing data flow, date structure, process flow, file design, input and output design, and program specifications will be presented. Object-oriented techniques will be introduced. The course will survey other important skills for the systems analyst such as fact-finding, communications, project management, and cost-benefit analysis.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 561: Expert Systems for Management
An introductory course that provides a basic understanding of the concepts and techniques needed to analyze, design, and manage the knowledge of human experts in organizations. In addition, students will learn the role of the knowledge architect in different industries and the management issues related to the growing integration of computers in the support of decision-making.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 562: Accounting Information Systems
A managerial approach to the concepts, issues and techniques used to successfully manage and maintain an "Accounting Information System". Topics will include business processes such as the revenue and expenditure cycles; business transactions including replenishment procedures and customer loyalty programs; general ledger output and compliance requirements as well as interfaces to OLAP environments.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 564: The Role of Information Systems in Marketing Management
This course will explore the theory and practice of developing, implementing, managing, and maintaining a Marketing Information System (Mktg-IS) for a variety of industries. Our discussions will include the collection, storage, analysis and subsequent delivery of actionable knowledge to the marketing decision makers in business entities such as Retailers, Wholesalers, Service companies, etc. The course will also review the spectrum of business transactions that occur within organizations that automate the sale of products and services while simultaneously collecting the information needed to manage the associated marketing mix. Standard marketing functions such as development, implementation, and control of a marketing plan will be reviewed and aligned to appropriate key performance and control indicators. We will examine various systems that are in use today and future trends including the concept ubiquitous networking and the pressure that environment will place on marketers. Discussions of concepts such as customer loyalty programs, disbursement of Market Development Funds, data (information) collection and storage requirements, content management, vendor and expense management, electronic exchange...
of information, interfacing with decision support and data mining systems, handling of multi-national marketing programs, etc. will expand the scope of the course beyond the traditional MKTG-IS concepts.

**Prerequisite:** MBA 505

**Fall, 3 credits, Letter graded (A, A-, B+, etc.)**

**MBA 565: Marketing Research**

Introduces Marketing Research tools that aid managers in marketing decision-making; introduces the marketing research process and explains how it can be used to collect and analyze data and information necessary to solve marketing problems. A strong applied orientation exposes students to Marketing Research in traditional areas such as market segmentation, product positioning, product design, brand perception, sales forecasting as well as emerging areas such as Customer Satisfaction, Customer Relationship Management (CRM) and on-line Marketing.

**Spring, 3 credits, Letter graded (A, A-, B+, etc.)**

**MBA 566: Business Law**

This course provides an understanding of the nature of law and its role in business and surveys some of the regulatory issues faced by businesses. The law of business contracts will be examined in depth. Other topics include property rights, bailments, and agency concepts, business organizations, securities law and regulation, and laws and regulations impacting technology development. This course requires case analysis, problem solving, development of critical thinking skills, and oral and written communication.

**Spring, 3 credits, Letter graded (A, A-, B+, etc.)**

**MBA 567: Marketing Strategy**

The course seeks to familiarize students with the decision domain of marketing strategy, the purpose and elements of sound strategy, and managerial tools and processes for generating, communicating and implementing marketing strategies that deliver a sustainable competitive advantage to a company, product or brand. This course is designed with an emphasis on student activities, supplemented by lectures and case discussions. The major (i.e., broad) topics emphasized in this course are competitive marketing strategy, marketing analysis and market planning.

**Prerequisite:** MBA 505

**Fall, 3 credits, Letter graded (A, A-, B+, etc.)**

**May be repeated for credit.**

**MBA 568: Technology Commercialization in The Life Sciences**

Commercializing life science technologies requires a significant amount of strategic planning to address the multitude of issues. Our goal is to identify and understand the issues faced by early stage life science companies from technology assessment and financing through successful commercialization. Emphasis will be placed on commercialization strategies implemented by early life companies to mitigate the risks associated with these issues. Topics covered will include competitive analysis, intellectual property, legal structure, technology valuation, equity financing and exit strategies for life science companies.

**Fall, 3 credits, Letter graded (A, A-, B+, etc.)**

**May be repeated for credit.**

**MBA 570: Entrepreneurship**

This course helps the student develop a business plan for his or her own business idea or a plan for an entrepreneur. With the support of visiting practitioners, students take a business idea through all the planning steps. A business plan suitable for presentation to potential investors will be written and presented orally at the end of the class.

**3 credits, Letter graded (A, A-, B+, etc.)**

**MBA 571: Social Entrepreneurship**

Students explore the concept of social entrepreneurship including motivation and skills for advocacy, entrepreneurship, and leadership. Topics include forms of social entrepreneurship (private, public, and not-for-profit), venture capital and fund raising, market analysis, marketing, communications, human resources and human relations, including negotiation and conflict resolution methods. Students will explore models of corporate social responsibility, university service to the community, and grass-roots ventures spawned by perceived need and the will to make a difference. Students work in teams to develop a strategic business plan for their own venture and present their proposals to the class.

**Offered**

**Fall, 3 credits, Letter graded (A, A-, B+, etc.)**

**MBA 572: Business Plan Project I**

Students will team with a group from engineering to develop a business plan for the engineers’ senior design project. Business students will create and monitor a project plan and perform market research for the engineering project, provide input to the design phase to maximize market satisfaction and develop a marketing plan. Students will interface with resources outside the University involved in market research.

**Prerequisites:** G2 standing with GPA of 3.0 or higher, and permission of the instructor

**Fall, 3 credits, Letter graded (A, A-, B+, etc.)**

**MBA 573: Business Plan Project II**

Building on the marketing plan developed in MBA 572, students will prepare a detailed operations and finance plan. The project plan developed in the Fall will be used to monitor progress of the team, including both Engineering and Business students’ activities. Final project will consist of a full written and oral presentation of the business plan. Students will coordinate efforts with resources outside the University including interface with outside sources of production material.

**Prerequisites:** G2 standing with GPA of 3.0 or higher, and permission of the instructor

**Spring, 3 credits, Letter graded (A, A-, B+, etc.)**

**MBA 574: Project Management**

This course will explore the theory and practice of managing a project. We will examine the various tools that are available to monitor and measure managerial tasks and to define common business processes. Every aspect of business entails the execution of a series of defined tasks and the associated allocation of corporate resources. From developing new products to implementing customer loyalty programs, managers must understand business processes including their associated tasks, inter-relationships and transformations. Project management involves three primary activities: defining manageable tasks, mapping their logical flow, and creating an implementation process. In the course, we will explore ways to manage these functions successfully to increase the probability of achieving desired results. We will use the latest software tools including: MS Project, MS Visio, @Risk Project Simulation, Business Plan Pro 2007, WIP Information System – online and C-Commerce tools such as InstantStream. We will use Blackboard extensively to interact (e-commerce), post grades, assignments, information and notices. Access Blackboard using blackboard.sunysb.edu.

**3 credits, Letter graded (A, A-, B+, etc.)**

**MBA 575: Business Marketing**

Marketing to businesses is a bigger, but less visible, part of the total marketing efforts of companies in the modern world. This course will present the business buying process and how marketing efforts can more effectively (and efficiently) reach out to the very large market made up of various businesses. We will look at how marketing should vary...
for different types of businesses and/or organizations.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 576: Real Estate Finance
This course provides a broad introduction to real estate with a focus on financing issues. Basic project evaluation, financing strategies, and capital markets issues related to real estate are covered. No prior knowledge of the industry is required, but students are expected to rapidly acquire a working knowledge of real estate markets. A discussion of major instruments of real estate financing, the mortgage market, and key financial institutions, governmental involvement in mortgage markets, credit analysis, the methodologies for appraising residential properties, and other relevant topics. The course will emphasize the use of creative financing tools and their payment patterns by analyzing detailed examples.

Offered
Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 580: Advertising and Promotion Strategy
This course provides students an opportunity to gain an understanding of advertising and other mass communications marketing practices: common business activities and terminology, perspectives applied when taking the optimal approach to decisions, plus descriptions and rationales of common practices (which are often far from optimal). The class itself places emphasis on developing students’ abilities to express their analysis and recommendations in class discussion, essay exams and written assignments.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 585: Legal Environment of Business
Explores competing interests of buyers and sellers, creditors and debtors, suppliers and consumers. Studies Uniform Commercial Code from initiation of a sales contract through financing of transactions, examines the rights of debtors and creditors in bankruptcy, and introduces basic concepts of law, ethics, corporate social responsibility and regulation in the areas of securities, environmental protection, employment, and antitrust.

Prerequisite: MBA 562, MBA 590
Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 586: Virtual Communications and Meetings
Analyzes the growth of and interaction among wireless markets. These markets include devices and services for wide area broadband networks and 802.11b wireless local area networks. Growth factors include business strategies executed by major firms and startups, and roles played by government regulations and community groups in development and delivery of network technology. Student projects for clients or one’s own startup investigate wireless strategies in consumer, home, commercial, educational or health care markets.

Prerequisites: MBA 517, MGT 571, MGT 580.
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 587: Decision Support Systems
An advanced course focusing on the interrelationships among management information systems, statistics and management science. Both model-driven and data-driven decision support systems will be considered. Students will identify an appropriate business application, select suitable management science and statistical methodologies, build the required information system, and demonstrate how their decision support system addresses the stated management problem.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 588: Database Management
Database processing is the foundation upon which all current applications rely and represent the repositories of business intelligence that play a crucial role in the strategic success or failure of a corporation. Even though they vary in size, complexity and organizational scope, there is an underlying common database engine that can be used to manipulate and analyze the stored information. The purpose of this course is to introduce the business professional to the fundamental concepts of database creation, design, application integration, maintenance, management and subsequent analysis.

3 credits, Letter graded (A, A-, B+, etc.)

MBA 589: Operations Management
A managerial approach to the concepts, issues and techniques used to convert an organization’s resources into products and services. Topics include strategic decisions for planning products, processes, and technologies, operating decisions for planning production to meet demand, and controlling decisions for planning and controlling operations through teamwork and Total Quality Management (TQM). Operational problems in producing goods and services are reviewed. This course is offered as both MBA 589 and EMP 506.

Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 590: External Auditing
The course is designed to introduce and explore basic auditing principles, concepts and applications within the context of the audit of an annual financial statement. This course will review the audit process: Planning (identification of the risks of material misstatement); Applying procedures (reducing audit risk below an acceptable level); Concluding (based upon documented evidence); and Reporting (in accordance with generally accepted auditing standards). This course will also examine professional ethical standards and their relevance to the audit process. Other topics will include auditing financial statements with the SEC and government environments as well as other assurance services.

Prerequisite: MBA 542, or prerequisite/co-requisite MBA 562
Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 591: Internal Auditing
This course is designed to introduce the student to the goal of internal auditor, i.e., to understand, audit and report on an entity's financial, compliance and operational control systems. The course will discuss how the internal auditor accomplishes this goal through professional standards and the best industry practices. This course will present information that will enable the student to understand how the internal audit process improves ethical behavior and operational efficiencies within the business environment. These sessions include discussions about the history of the internal audit function. Other topics discussed will be application in the banking industry, the Enron fraud and the resulting Sarbanes-Oxley legislation and application to local government environments. Finally, there will be discussion about the audit committee and how it relates to the internal audit.

Prerequisite: MBA 590
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 592: Organizational Behavior
An approach to understanding the behavior of individuals in organizations is developed, with emphasis on implications for effective management. This approach is used to analyze decision problems encountered in managing human resources. Topics include individual and group decision-making skills, recruitment and selection, employee ability, motivation and incentive systems, job satisfaction, performance assessment and management, retention, training, and employee development.
MBA 593: Special Topics in Human Resource Management
An experimental elective course offered on a one-time basis. Courses offered under this course focus on specialized topics in human resource management. Consult department for current topic(s).
3 credits, Letter graded (A, A-, B+, etc.)
May be repeated 5 times FOR credit.

MBA 594: Governmental and Not for Profit Accounting and Reporting
This course is designed to introduce the student to generally accepted accounting practices (GAAP) for both governmental and not-for-profit entities. The different accounting rules for each type of entity will be explored and compared to typical corporate accounting practices. The course will examine standards and issued by the two rule making bodies, i.e. the Financial Accounting Standards Board (FASB) and the Governmental Accounting Standards Board (GASB) and how they affect the accounting and financial reporting for the two types of entities. These sessions will include explanation of typical accounting transactions and the resulting financial statements. There will also be discussions about current financial events affecting both environments.
Prerequisite: MBA 562, MBA 590, MBA 591
Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 595: Individual Directed Research in Business
Designed to accommodate independent research projects on an individual basis with faculty guidance.
Fall and Spring, 1-6 credits, Letter graded (A, A-, B+, etc.)
May be repeated for credit.

MBA 596: Financial Accounting Theory
This course explores the historical development and refinement of the conceptual framework of accounting theory as it relates to financial reporting. The implications of the convergence of International Accounting Standards, and Generally Accepted Accounting Principles (GAAP) in a global environment are discussed. Current accounting practices are analyzed and evaluated in the context of the conceptual framework of GAAP along with the discussion of research methodologies.
Offered
Fall, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 597: Advanced Accounting Problems
This course explores and develops the appropriate accounting treatment for business mergers, acquisitions, liquidations and intercompany transactions. Concepts dealing with international accounting in a global economy, foreign currency transactions and translation adjustments are examined. An overview and introduction to partnership accounting is also covered.
Prerequisite: MBA 594, MBA 596
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 598: Forensic Accounting
The aim of this course is to explore and master the professional skills necessary to detect, investigate and prevent fraud. Students will learn how and why fraudulent activities are committed, and how allegations of fraud should be investigated and resolved. The use of technology to proactively detect fraud will be discussed. The following areas such as financial investigations, financial statement fraud, tax fraud, business valuation, resolution and litigation services will be covered.
Prerequisites: MBA 585, MBA 590, MBA 591
Spring, 3 credits, Letter graded (A, A-, B+, etc.)

MBA 599: Internship Practicum
Designed to accommodate College of Business MBA graduate students working on their internship project requirement while under supervision of an advisor.
Fall, 0-1 credits, S/U grading
May be repeated for credit.

MBA 800: Summer Research
May be repeated for credit.

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