

# QUINLAN SCHOOL OF BUSINESS

From the smallest startups to the largest international corporations, the rapidly changing business world needs leaders who can anticipate change and innovate.

Loyola University Chicago's **Quinlan School of Business** helps prepare you for these leadership roles. Our top-ranked programs offer convenient MBA and MS programs in the heart of Chicago.

## Flexible. Convenient. Transformative.

Through evening and weekend classes in downtown Chicago and online, you will be able to fit your graduate business program into your personal and professional life.

We offer a broad range of programs and specializations:

## What Sets Us Apart

You have big plans for the future. Whether you're building a new career or enhancing the job you have, we can get you where you want to be. Loyola University Chicago's Quinlan School of Business offers top-ranked and respected graduate programs to make those big plans a fulfilling reality.

## Sustainable Leadership

Extraordinary leaders are respected and trusted in their organizations as well as in their communities. At Quinlan, you will learn from the successes and mistakes of business leaders and see how those principles translate into the work you are doing today and in your future.

## Real-world Learning

All of our courses focus on real-world, hands-on business issues in a global context. You'll apply theory learned in the classroom to current business problems. Our faculty members are established business experts who enrich our graduate programs with their extensive knowledge and first-hand experiences.

## Faculty

Quinlan students rely on the expertise of our instructors to gain a global perspective and to refine their analytical tools and managerial abilities, while sharpening critical thinking and leadership skills.

Mid-career professionals benefit from building their theoretical and practical know-how by analyzing case studies and developing real-world projects.

## Our Alumni Network

Quinlan graduates join an impressive network of 30,000 alumni in Chicago, the U.S., and around the world—many of whom have achieved leadership positions, and the majority of whom continue to reside and work in the Chicagoland area.

## Our Values

Our graduate business programs believe that it is possible to be successful in business while still operating in an ethical and responsible manner.

- **Community:** We value all members of our campus, local, and global community, and seek to develop involved and responsible community members.
- **Diversity:** We value civility, respect, appreciation, and an in-depth understanding of diversity, including the ability to put knowledge into meaningful action.
- **Ethics:** We focus on ethical issues and challenges in business to develop leaders who demonstrate ethical awareness, ethical judgment, and the ability to evaluate and make moral decisions in difficult scenarios.
- **Justice:** We value justice through service that uses learning and leadership in the pursuit of truth and care for others.
- **Leadership:** We value personal growth through leadership and seek to develop responsible leaders who are committed to the common good.
- **Sustainability:** We engage students in understanding and responding to local and global environmental issues by raising awareness, advancing our knowledge of environmental problems, developing solutions, encouraging action, and developing an environmentally conscious culture throughout the university.

## Student Resources

Visit our Graduate Student Resources (<https://www.luc.edu/quinlan/academics/studentresources/graduateresources/>) page for information on:

- Student life, including student organizations
- Academics, including academic calendars and study abroad
- What new students need to know to get started

For questions, contact the Graduate Programs Office here (<https://gpem.luc.edu/register/ContactUs/>).

## Graduate Programs

- Accountancy (MSA) (<https://catalog.luc.edu/graduate-professional/business/accountancy-ms/>)
- Accounting (MBA/MSA) (<https://catalog.luc.edu/graduate-professional/dual-degree-programs/accounting-mba-msa/>)
- Baumhart Scholars MBA (Social Impact MBA) (<https://catalog.luc.edu/graduate-professional/business/baumhart-scholars-social-impact-mba/>)
- Baumhart Certificate in ESG (<https://catalog.luc.edu/graduate-professional/business/baumhart-certificate-esg/>)
- Business Analytics (MS) (<https://catalog.luc.edu/graduate-professional/business/business-analytics-ms/>)
- Business Analytics (MBA/MS) (<https://catalog.luc.edu/graduate-professional/dual-degree-programs/business-analytics-mba-ms/>)
- Business Analytics Certificate (<https://catalog.luc.edu/graduate-professional/business/business-analytics-certificate/>)
- Business Data Analytics (MSBDA) (<https://catalog.luc.edu/graduate-professional/business/business-data-analytics-msbda/>)
- Business Ethics Certificate (<https://catalog.luc.edu/graduate-professional/business/business-ethics-certificate/>)
- Cybersecurity Certificate (<https://catalog.luc.edu/graduate-professional/business/cybersecurity-certificate/>)
- Executive MBA (EMBA) (<https://catalog.luc.edu/graduate-professional/business/emba/>)
- Finance (MSF) (<https://catalog.luc.edu/graduate-professional/business/finance-msf/>)

- Finance (MBA/MSF) (<https://catalog.luc.edu/graduate-professional/dual-degree-programs/finance-mba-msf/>)
- Healthcare Management MBA (MBA-HCM) (<https://catalog.luc.edu/graduate-professional/business/mba-healthcare-management-mba-hcm/>)
- Human Resources (MSHR) (<https://catalog.luc.edu/graduate-professional/business/human-resources-mshr/>)
- Human Resources (MBA/MSHR) (<https://catalog.luc.edu/graduate-professional/dual-degree-programs/human-resources-mba-mshr/>)
- Human Resources and Employment Relations Certificate (<https://catalog.luc.edu/graduate-professional/business/human-resources-employment-relations-certificate/>)
- Law/Business (JD/MBA) (<https://catalog.luc.edu/graduate-professional/dual-degree-programs/law-business-jd-mba/>)
- Marketing (MSM) (<https://catalog.luc.edu/graduate-professional/business/marketing-msm/>)
- Marketing (MBA/MSM) (<https://catalog.luc.edu/graduate-professional/dual-degree-programs/marketing-mba-msm/>)
- Next Generation MBA (MBA) (<https://catalog.luc.edu/graduate-professional/business/next-generation-mba/>)
- Pharmacology/Business (MS/MBA) (<https://catalog.luc.edu/graduate-professional/dual-degree-programs/pharmacologybusiness-ms-mba/>)
- Supply Chain Fundamentals Certificate (<https://catalog.luc.edu/graduate-professional/business/supply-chain-fundamentals-certificate/>)
- Supply Chain Management (MSSCM) (<https://catalog.luc.edu/graduate-professional/business/supply-chain-management-msscm/>)
- Supply Chain Management (MBA/MSSCM) (<https://catalog.luc.edu/graduate-professional/dual-degree-programs/supply-chain-management-mba-msscm/>)

## Graduate & Professional Standards and Regulations

Students in graduate and professional programs can find their Academic Policies in Graduate and Professional Academic Standards and Regulations (<https://catalog.luc.edu/academic-standards-regulations/graduate-professional/>) under their school. Any additional University Policies supersede school policies.

## Accounting (ACCT)

### ACCT 400 Financial Accounting for Business Decisions (3 Credit Hours)

This course is an introduction to the accounting function that is used to measure and communicate business transactions. The focus is on understanding financial information to facilitate better decisions.

#### *Outcomes:*

Students will be able to identify the impact of business transactions on the basic financial statements: the income statement, the statement of financial position, the cash flow statement, and the statement of changes in owners' equity; Students will also be able to demonstrate an understanding of the financial statements and their implications on various business decisions

### ACCT 400B Financial Accounting for Business Decisions (3 Credit Hours)

This course is an introduction to the accounting function that is used to measure and communicate business transactions. The focus is on understanding financial information to facilitate better decisions.

#### *Outcomes:*

Students will be able to identify the impact of business transactions on the basic financial statements: the income statement, the statement of financial position, the cash flow statement, and the statement of changes in owners' equity; Students will also be able to demonstrate an understanding of the financial statements and their implications on various business decisions

### ACCT 400E Financial Statement Analysis and Decision Making (3 Credit Hours)

Enrollment is restricted to students in the Executive MBA Program. Explores the development and application of financial statement information. Students will focus on basic concepts, standards, and practices of financial reporting to serve decision-making needs. Students will also work with financial ratio analysis software.

*Course equivalencies:* ACCT600E/ACCT400E

### ACCT 402 Issues in Financial Reporting (3 Credit Hours)

*Pre-requisites:* ACCT 400 or equivalent

This course stresses research of selected accounting issues and uses the authoritative pronouncements to better understand financial accounting and reporting. The course structure includes lectures, class discussion, case analysis, and research of timely accounting issues. Group interaction is heavily emphasized.

#### *Outcomes:*

Students will be able to demonstrate an understanding of the professional pronouncements as they relate to the recognition and measurement of selected accounting topics; Students will also be able to work as a team to research an accounting issue and professionally communicate their research findings

### ACCT 404 Financial State Analysis (3 Credit Hours)

*Pre-requisites:* ACCT 400 or equivalent

This course evaluates the information contained in the financial statements, footnotes, and management discussion and analysis for its usefulness in making investment and credit decisions. Students will synthesize these assessments via a comprehensive financial statement analysis project.

#### *Outcomes:*

Students will be able to assess the appropriateness of asset valuation, liability measurement, and equity values for judging the performance of an enterprise

### ACCT 405 Accounting Theory I (3 Credit Hours)

*Pre-requisites:* ACCT 400 or equivalent with a grade of C- or better

The course involves a detailed study of the theory, concepts, and procedures of financial accounting. The course focuses on applications involved in accounting for assets, equities, and the valuation and measurement of related income items. It also focuses on the accounting model with emphasis on applying the accounting framework to revenue and asset valuation. Time is spent discussing the theory and logic behind the accounting model and how it impacts financial statements. Restricted to Graduate School of Business Students.

### ACCT 406 Accounting Theory II (3 Credit Hours)

A continuation of ACCT 405, the course focuses on valuation issues related to liabilities and other special topics. Complex problems involving investments, earnings per share, pensions, leases, income taxes, bond valuation, and fair value accounting are studied.

**ACCT 407 Tax Principles Applied to Individuals (3 Credit Hours)**

*Pre-requisites:* ACCT 400 or equivalent

This course provides detailed coverage of the key Federal income tax concepts and planning principles applicable to individual taxpayers.

**ACCT 408 Tax Principles Applied to Entities (3 Credit Hours)**

This course provides detailed coverage of the key Federal income tax concepts and planning principles applicable to various business entities and an overview of Federal transfer taxes.

**ACCT 409 Audit I -Audit and Assurance (3 Credit Hours)**

This course introduces the student to the environment in which Public Accounting exists as well as the standards, both AICPA and PCAOB, which firms must follow in rendering audit and assurance services. The course covers both the theoretical and practical issues involved in planning an engagement, risk assessment and the audit risk model, evidence gathering and internal control policies and procedures. The audit of major transaction cycles (i.e. the revenue cycle) and account groups (i.e. Cash) are then covered highlighting internal specific control policies, testing of controls and substantive audit procedures to gather evidence. Study of appropriate AICPA and PCAOB professional standards is an integral part of this course.

**ACCT 410 Audit II-Advanced Audit and Professional Ethics (3 Credit Hours)**

This course consists of an in-depth study of specific topics related to both attest and non-attest services rendered by public accounting firms. Topics include: Professional ethics and a study of the AICPA Code of Professional Conduct; Accountants legal liability, federal securities laws and cases related to CPA malpractice; The use of technology and sampling in an audit; Securities & Exchange Commission practice, the integrated audit and the Sarbanes-Oxley Act; and Audit and other reports. Study of appropriate AICPA and PCAOB professional standards is an integral part of this course.

**ACCT 411 Business Law and Accountants (3 Credit Hours)**

This course is designed to familiarize the student with aspects of the legal environment of special concern to accountants. With emphasis on the legal aspects of commercial transactions, the course examines the laws governing sales transactions and the instruments for financing those transactions. Topics include contract law, the Uniform Commercial Code (sale of goods, negotiable instruments, secured transactions), and creditor-debtor relations.

**ACCT 412 Special Topics in Accounting (3 Credit Hours)**

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

**ACCT 424 Managerial Accounting (3 Credit Hours)**

*Pre-requisites:* ACCT 400 or equivalent

Topics include product costing and activity based costing concepts, development and analysis of information for short-run and long-run decision making, the impact of accounting information on divisional performance, cost estimation and cost-volume-profit analysis, segment analysis, transfer pricing, budgeting concepts, and behavioral issues associated with accounting information.

*Outcomes:*

Develop and use managerial accounting information for operational and strategic decision making

**ACCT 424E Strategic Cost Accounting (3 Credit Hours)**

*Pre-requisites:* Restricted to students in the Executive MBA Program

Explores the application of internal accounting information. Students will focus on traditional and contemporary managerial accounting practices. Students will work to (1) understand cost behavior, (2) conduct activity analysis, and (3) predict cost under different business decisions.

*Course equivalencies:* ACCT 424E/ACCT 601E

**ACCT 425 International Accounting (3 Credit Hours)**

This course explores the similarities and differences of accounting principles and procedures between the United States and other countries. Topics include consolidation of foreign subsidiaries, performance evaluation of foreign operations, translation issues, inflation accounting, and efforts at standardization of accounting rules.

*Outcomes:*

Students will become familiar with international accounting issues including accounting harmonization, pronouncements of the International Accounting Standards Board, transfer pricing, foreign currency financial statements, foreign exchange, and international taxation

**ACCT 431 Tax Research (3 Credit Hours)**

This course will provide graduate business students with the basic techniques of conducting federal tax research, and enable them to apply those techniques to a variety of research cases and communicate their research results in both written and oral formats. Includes establishing relevant facts; identifying tax issues; developing & communication conclusions and recommendations in writing and orally.

**ACCT 432 State, Local and International Tax (3 Credit Hours)**

*Pre-requisites:* ACCT 408 with a grade of C- or better or its equivalent; Department Consent Required

This course will provide graduate business students with a basic understanding and familiarity with the principles of U.S. multi-jurisdictional taxation. The first half of the course will focus on the various types of state and location taxation and their common themes and differences. The second half will address Federal income taxation of cross-border transactions, both inbound and outbound.

*Outcomes:*

Demonstrate the ability to properly allocate taxable income between different taxing jurisdictions; Understand the basic principles and policies underlying state, local, and international taxation; Develop a working knowledge of the different types of taxes

**ACCT 433 International Tax (3 Credit Hours)**

*Pre-requisites:* ACCT 341 or ACCT 408

This course will provide graduate business students with a basic understanding and familiarity with the principles of U.S. International taxation. The course will primarily focus on US companies with foreign subsidiaries ("outbound transactions") but will also discuss foreign companies with US subsidiaries ("inbound transactions") and individual taxation. Topics include; Sources of income, foreign tax credits, controlled foreign corporations (CFCs), Subpart F provisions, US treaties, and BEPS initiatives.

*Outcomes:*

Develop an understanding of International taxation and how it impacts operational and strategic decision making

**ACCT 435 Internal Audit (3 Credit Hours)**

This course will expose students to the fundamentals of internal auditing with an emphasis on internal controls. Topics covered will include an overview of internal auditing theory and internal audit in practice. After these overviews, an in depth review of internal controls will be examined, including internal controls best practices, risk assessment, control identification, audit design, testing of controls and audit reporting. Finally, the class may include a hands-on internal audit engagement in a real life setting. Student must have completed 9 hours of undergraduate accounting or 6 hours of graduate accounting courses.

*Outcomes:*

Students should have a clear understanding of how internal controls are used throughout a company and how auditors help design, test and report on their effectiveness

**ACCT 436 Forensic Accounting and Fraud (3 Credit Hours)**

The purpose of the course is to familiarize students to the field of Forensic Accounting and sensitize them to: the prevalence of fraud in all forms of business activity; the methods people use in initiating/perpetuating fraud scheme; ways of staying out of or getting out of a fraud conspiracy. Students are presumed to have strong accounting and auditing skills. This course will be covering ethics, accounting, auditing, misappropriation of assets, fraudulent financial reporting, electronic fraud and other fraud investigation/forensic accounting topics.

*Outcomes:*

Students who successfully complete this course will be able to demonstrate: knowledge of the nature and magnitude of economic fraud as it affects a variety of entities; understanding of the role of the accounting profession in fraud prevention and detection; technical knowledge of forensic accounting, forensic investigations and research

**ACCT 437 Advanced Forensic Accounting (3 Credit Hours)**

This course will focus on fraud audits of private entities. In the course of financial reviews questions arise about complex financial transactions, employee dishonesty, collusion, and breakdowns in internal controls. Normal audit procedures may discover the issue but additional steps are necessary to quantify and detect the extent of the fraud.

*Outcomes:*

Students in this course will develop basic forensic skills via analytical training

**ACCT 439 Independent Study (1-3 Credit Hours)**

Independent study is in-depth research and/or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of accounting not otherwise covered by department course offerings. Student is typically expected to develop a manuscript worthy of publication. The project should require the workload associated with a graduate level course. Normally, this course may be taken one time for credit.

*Outcomes:*

Student must demonstrate a detailed understanding of the selected accounting topic

## Business Administration (BSAD)

**BSAD 400E Business Foundations (1.5 Credit Hours)**

Enrollment limited to students enrolled in the EMBA or EMBA Health Care Management Programs. Introductory course delivered during initial residency/orientation week to lay foundation for business education in the EMBA and EMBA Health Care Management Programs. Course coverage includes: Jesuit traditions/values, Quantitative Methods, Business Communications, and current topical lecture.

**BSAD 401E Effective Business Writing Workshop (0.75 Credit Hours)**

Enrollment is restricted to the Executive MBA or Executive MBA Health Care Management program. This course introduces the fundamentals of good written and oral business communications. Course topics include: communicating strategically; making a business case (argumentation and persuasion); presenting data effectively; producing and delivering compelling PowerPoint presentations; and delivering a powerful presentation.

**BSAD 402E Effective Business Presentation Skills Workshop (0.75 Credit Hours)**

This course introduces the fundamentals of good oral business communications. Course topics include: presenting data effectively; producing and delivering compelling PowerPoint presentations; and delivering powerful presentations. Restricted to students enrolled in EMBA or MBA Health Care Management cohort

**BSAD 409E Integrative Strategy (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Integrates functional area considerations with strategic decision-making at the end of the program.

**BSAD 499E Special Topics (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Offers students opportunity to gain additional understanding on a special business topic not otherwise covered in the standard EMBA curriculum. The subject and content vary and are offered on an ad hoc basis.

*Outcomes:*

Students will demonstrate understanding of specialized topics not otherwise covered in EMBA curriculum

**BSAD 601E Special Topics (1.5 Credit Hours)**

Restricted to Executive MBA students. Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

**BSAD 609E Integrative Strategy (1.5 Credit Hours)**

Restricted to Executive MBA students. Integrates holistic and humanistic concepts (social justice, sustainability, greater good, Jesuit perspectives, etc.) into scientific business management and one's individual lifestyle. Students apply these perspectives by addressing recent developments in emerging topics. In addition, students will present final Capstone project.

## Business Ethics (ETHC)

**ETHC 441E Business Ethics and Values (1.5 Credit Hours)**

*Pre-requisites:* Restricted to students in the Executive MBA Program  
This course combines Quinlan's core business ethics course with contemporary instruction in leadership. Students will develop a framework for ethical decision making and the leadership strength needed to advance business decisions.

*Course equivalencies:* ETHC 600E/ETHC 441E

**ETHC 441N Business Ethics (3 Credit Hours)**

Students are introduced to theories about social and political institutions, and how they affect our ability to make moral decisions. Topics may include social psychology, capitalism and its critics, democratic theory, labor relations, and social inequalities. Classes are dedicated to understanding and engaging with social and political theory on this topic. Assignments will involve students using these theories to critically assess corporate practices and contexts. School of Business graduate degree students

*Outcomes:*

Global Perspective & Awareness of Diversity: developing a global perspective and appreciating diversity, including class, culture, race, religion, and gender; Communication Skills: communicating complex moral and philosophical ideas effectively and appropriately in an oral and written manner

**ETHC 499 Special Topics in Business Ethics (3 Credit Hours)**

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

## Economics (ECON)

**ECON 420 Managerial Economics (3 Credit Hours)**

*Pre-requisites:* ISSCM 400 OR ISSCM 400N

This course uses tools of economic analysis to understand demand, supply, profits, production, competition, pricing policies, business criteria for investment, output, and marketing decisions.

*Outcomes:*

Students are able to do critical managerial decisions with respect to output and pricing policies in different business and industrial environments

**ECON 420B Managerial Economics (3 Credit Hours)**

*Pre-requisites:* ISSCM 400 or ISSCM 400N

This course uses tools of economic analysis to understand demand, supply, profits, production, competition, pricing policies, business criteria for investment, output, and marketing decisions. Restricted to students in the Baumhart Scholars Program.

*Outcomes:*

Students are able to do critical managerial decisions with respect to output and pricing policies in different business and industrial environments

**ECON 420E Managers, Markets and Decision Making (3 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. The purpose of this course is to guide students in recognizing, analyzing, and solving managerial problems related to firms and markets under conditions of uncertainty. The course uses economic analysis to understand demand, supply, profit, production, competition, pricing policies and business criteria for investments. Strategic decisions using economic laws influenced by FED will also be examined.

*Course equivalencies:* ECON 420E/ECON600E

**ECON 421 Business Fluctuations (3 Credit Hours)**

*Pre-requisites:* ECON 420

This course studies the economic environment's impact on the firm where topics include national income accounting, factors in economic fluctuations and growth, fiscal and monetary policies, economic forecasting, the relationship of foreign trade and balance of payments on economic activities, economic indicators and measures, and problems of public policy.

*Outcomes:*

Students learn to recognize the macro environment and the business cycles in which to operate in and to make learned forecasts

**ECON 424 International Business Economics (3 Credit Hours)**

*Pre-requisites:* ECON 420

This course analyzes topics in international economics, specialization and comparative advantage, balance of payments and foreign exchange, elements of commercial policy, and international investment.

*Outcomes:*

The students develop skills in this course in analytical and creative thinking, Communication and team-work in evaluating trade policies and opportunities, comparative advantage, exchange rate dynamics and fluctuations and risk management

**ECON 424E Global Issues in Economics (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program.

Examines the role of prices, incomes, interest rates, exchange rates, trade policy, and the global monetary system in determining the movement of outputs and inputs across national boundaries. The gains from trade and the conflicts created by the manner in which those gains are distributed provide a foundation for examining current issues.

*Course equivalencies:* ECON 424E/ECON 602E

**ECON 429 Independent Study in Business Economics (3 Credit Hours)**

Student will conduct in-depth research or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of economics not otherwise covered by department course offerings.

*Outcomes:*

Students will be able to demonstrate in-depth understanding of a specialized area or topic in economics

**ECON 522 Game Theory & Strategy (3 Credit Hours)**

*Pre-requisites:* ECON 420

This course studies cooperative and non-cooperative games and winning strategies and discusses prisoners dilemma, tragedies of common resources, executive compensation and auctions as applied to mergers and acquisitions.

*Outcomes:*

Students learn to think systematically to set strategy for the modern corporate firm in both cooperative and non-cooperative situations and to solve conflicts arising from principal agent problems

**ECON 599 Special Topics (3 Credit Hours)**

*Pre-requisites:* ECON 420; Restricted to Graduate School of Business students

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

**ECON 602E Global Issues in Economics (1.5 Credit Hours)**

Examines the role of prices, incomes, interest rates, exchange rates, trade policy, and the global monetary system in determining the movement of outputs and inputs across national boundaries. The gains from trade and the conflicts created by the manner in which those gains are distributed provide a foundation for examining current issues.

*Course equivalencies:* ECON 424E/ECON 602E

**ECON 622 Derivative Securities (3 Credit Hours)**

*Pre-requisites:* FINC 450

This course is a comprehensive introduction to the theory, use, and valuation of derivative securities, with particular emphasis on options and forward/futures contracts. A sound understanding of the intuition underlying option pricing is critical to a thorough understanding of modern finance and financial risk management. We may also look at other types of derivatives as well as some extensions of the most fundamental models.

**ECON 625 Applied Econometrics (3 Credit Hours)**

*Pre-requisites:* ECON 420 and ISSCM 491

The purpose of this course is to help students understand feasible econometric techniques in order to mine information to understand economic and financial patterns and to forecast. A rigorous exposition of the theory behind econometric techniques will help students understand the issues raised in different published papers. Topics of econometric techniques covered in this course include panel data analysis, time-series models, discrete choice models, and methods to identify causality between variables. Practical applications will prepare students to use these methods in their own projects.

*Course equivalencies:* X-ECON625/FINC625

## Finance (FINC)

**FINC 450 Financial Management (3 Credit Hours)**

*Pre- or co-requisites:* ACCT 400

The goal of this course is to provide students with an understanding of managerial finance: valuation, capital investment, financing, capital structure, and business ethics as they relate to finance.

*Outcomes:*

Students will demonstrate knowledge of financial analysis, time value of money, risk-reward, asset valuation, capital budgeting, capital structure, and working capital management

**FINC 450B Finance for a Sustainable World (3 Credit Hours)**

The goal of this course is to provide students with an understanding of managerial finance: valuation, capital investment, financing, capital structure, and business ethics as they relate to finance.

*Outcomes:*

Students will demonstrate knowledge of financial analysis, time value of money, risk-reward, asset valuation, capital budgeting, capital structure, and working capital management

**FINC 450E Financial Management (3 Credit Hours)**

*Pre-requisites:* Restricted to students in the Executive MBA Program

Studies the functions, tools, and policies of financial, investment, and portfolio management. Students analyze the structure of financial markets, valuation of stocks, and fixed income securities, risk and return relationships, and portfolio theory. Topics include investment and financial decision making under uncertainty.

*Course equivalencies:* FINC 450E/FINC 600E

**FINC 451 Financial Markets & Institutions (3 Credit Hours)**

*Pre-requisites:* FINC 450

Introduction to the financial system in the United States, including the fundamentals and role of money and capital markets, the institutions operating in these markets, the instruments traded, and the organization, functioning and operation of the Federal Reserve System.

*Outcomes:*

Students will be able to demonstrate an understanding of how financial markets and institutions work and are important to financial decision making, how interest rates and bond prices are determined and interrelated, why and how financial institutions are regulated by the government, and who the Federal Reserve is and how its actions affect the economy

**FINC 452 Investment Management (3 Credit Hours)**

*Pre-requisites:* FINC 450 or by Department Consent

This course includes the topics of asset pricing models; risk and return analysis of stocks, bonds and cash equivalents; portfolio theory; bond pricing, the term structure of interest and immunization strategies in managing fixed income securities.

*Outcomes:*

Students will be able to demonstrate the analytical tools and finance theory necessary for making good investment decisions and for understanding the pricing of financial securities

**FINC 453 Topics in Advanced Financial Management (3 Credit Hours)**

*Pre-requisites:* FINC 450 or by Department Consent

This is an advanced course in corporate finance where students are given a thorough grounding in firm valuation and exposed to various financial decisions including raising capital, mergers and acquisitions, leveraged buyouts, spin-offs, and carve-outs, all in the context of their impact on firm value.

*Outcomes:*

Students will be able to demonstrate an understanding of firm valuation, as well as the impact of various corporate decisions on firm value

**FINC 455 International Financial Management (3 Credit Hours)**

*Pre-requisites:* FINC 450 or by Department Consent

This course examines the international dimensions of financial management. It introduces potential opportunities/challenges faced by multinational corporations as they expand their business overseas.

*Outcomes:*

Students will be able to demonstrate understanding of foreign exchange markets, fundamental international parity relationships, foreign exchange risk management strategies, and capital budgeting for multinational corporations

**FINC 455E International Financial Management (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program.

Examines foreign exchange rate exposure and hedging techniques to deal with exposure. Other topics include capital budgeting in an international framework and international financial markets.

*Course equivalencies:* FINC 455E/FINC 602E

**FINC 456 Management of Financial Institutions (3 Credit Hours)**

*Pre-requisites:* FINC 450

The course analyzes the importance played by financial institutions. This is a survey course that analyzes the present financial institutional structure with a special focus on managing risk.

*Outcomes:*

Students will demonstrate an understanding of the following topics: the role of financial intermediaries in managing interest rate, credit, market and international banking risks; Special attention will be given to procedures for measuring and managing these risks

**FINC 459 Independent Study-Finance Management (3 Credit Hours)**

*Pre-requisites:* FINC 450

Student will conduct in-depth research or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of Finance not otherwise covered by department course offerings.

*Outcomes:*

Students will be able to demonstrate in-depth understanding of a specialized area or topic in finance

**FINC 470N Business Finance (3 Credit Hours)**

*Pre-requisites:* FINC 450 or equivalent course

Exposure to international financial markets, international diversification, derivatives, risk management, asset valuation, multinational capital budgeting and more.

*Outcomes:*

Exposure to international diversification, derivatives, risk management, trading options, asset valuation and more

**FINC 552 Emerging Markets (3 Credit Hours)**

*Pre-requisites:* FINC 450 and ECON 420

An introduction to the contribution made by financial markets and institutions to economic growth and development in emerging market countries. Normally taught in Thailand, the course will provide a close look at a successful emerging market country.

*Outcomes:*

Students will demonstrate an understanding of the following topics: the contribution of financial institutions and markets to economic growth and development, the causes and effects of financial crises, the financial liberalization controversy, the impact of inflation, and the causes and effects of corruption; In addition, students will also demonstrate knowledge of Thailand's economic and financial systems

**FINC 553 Applied Portfolio Management (3 Credit Hours)**

*Pre-requisites:* FINC 452

This is a course in investment analysis and applied portfolio management. Topics will include investment policy and objectives, performance analysis and attribution, portfolio design, fixed income analysis and portfolio management, and equity analysis and portfolio management.

*Outcomes:*

At the conclusion of this course the student should be able to: 1) Create an investment policy statement; 2) Analyze and value fixed income securities; 3) Analyze and value equity securities; and 4) Develop and manage a portfolio of debt and equity securities

**FINC 554 Fixed Income (3 Credit Hours)**

*Pre-requisites:* FINC 450, or Quinlan Finance 450 Student Group Waiver; or B or better in FINC 335

This course provides an in-depth coverage of fixed income securities, and their markets. The course is an extension to other offerings in the finance program on futures, equities, and interest rate derivatives. The course is supplemented with hands-on applied sessions using Bloomberg, a leading global benchmark for data and analysis used by financial professionals worldwide.

*Outcomes:*

Identify the types, classifications, and characteristics of fixed income securities; Use Bloomberg and/or other resources to extract, interpret and aggregate key data; Analyze and price different types of fixed income securities

**FINC 556 Investment Banking (3 Credit Hours)**

*Pre- or co-requisites:* FINC 452; or prerequisite FINC 335 with minimum grade of " B"

This course provides a broad overview of the activities of investment banks, including venture capital fundraising, stock and bond underwriting, mergers and acquisitions, trading, asset securitization and money management.

*Outcomes:*

Students will understand how investment banks enhance capital markets by providing financing and investment services to companies, governments and individuals

**FINC 599 Special Topics (3 Credit Hours)**

*Pre-requisites:* FINC 450

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

**FINC 602E International Financial Management (1.5 Credit Hours)**

Examines foreign exchange rate exposure and hedging techniques to deal with exposure. Other topics include capital budgeting in an international framework and international financial markets.

*Course equivalencies:* FINC 455E/FINC 602E

**FINC 620 Financial Mathematics and Modeling I (3 Credit Hours)**

*Pre-requisites:* FINC 452 (co-requisite) and ISSCM 491 (pre-requisite); OR FINC 335 with a minimum grade of B (pre-requisite)

This course focuses on how to effectively use Python to build financial models. The course initially trains students to become sufficiently proficient to build financial models using Python, and then moves to its applications, such as translating raw data into meaningful indicators to help investment decisions. The course will examine financial securities, portfolio optimization, as well as valuation problems.

**FINC 621 Financial Mathematics and Modeling II (3 Credit Hours)**

*Pre-requisites:* FINC 620

Financial mathematics and modeling II is the second in a sequence of two courses. It is a combination of lecture and lab and will focus on the core mathematical, computational and practical modeling aspects encountered in modern financial applications. The programming languages of choice will be R and Excel/VBA. This course has a prerequisite of FINC 450, FINC 452, FINC 620, and ISOM 400. No prior R programming experience is required but familiarity with Excel/VBA is a pre-requisite.

**FINC 622 Derivative Securities (3 Credit Hours)**

*Pre-requisites:* FINC 450, or Quinlan Finance 450 Student Group Waiver

This course is a comprehensive introduction to the theory, use, and valuation of derivative securities, with particular emphasis on options and forward/futures contracts. A sound understanding of the intuition underlying option pricing is critical to a thorough understanding of modern finance and financial risk management. We may also look at other types of derivatives as well as some extensions of the most fundamental models.

**FINC 624 Interest Rate Risk Management (3 Credit Hours)**

*Pre-requisites:* FINC 622 or FINC 346 with minimum grade of "B"  
Students are introduced to a plethora of financial derivatives, including both exchange-traded and OTC products, and then learn to use these products to hedge interest rate and other risks largely through the study of cases and detailed examples emphasizing the formation and use of synthetic positions.

*Course equivalencies:* X-ECON624/FINC624

*Outcomes:*

Students will be able to demonstrate an understanding of a wide variety of derivative products, as well as be able to use these products to manage interest rate and other risks

**FINC 625 Applied Econometrics (3 Credit Hours)**

*Pre-requisites:* ECON 420 and ISSCM 491

The purpose of this course is to help students understand feasible econometric techniques in order to mine information to understand economic and financial patterns and to forecast. A rigorous exposition of the theory behind econometric techniques will help students understand the issues raised in different published papers. Topics of econometric techniques covered in this course include panel data analysis, time-series models, discrete choice models, and methods to identify causality between variables. Practical applications will prepare students to use these methods in their own projects.

*Course equivalencies:* X-ECON625/FINC625

**FINC 626 Credit Risk Management and Structured Finance (3 Credit Hours)**

*Pre-requisites:* FINC 622 or FINC 346 with minimum grade of "B"  
We study credit risk and credit risk management. We examine a suite of financial securities which can be used to reduce (or magnify) credit risks, especially credit default swaps (CDS), asset-backed securities (ABS) and collateralized debt obligations (CDOs). We consider the role of these structured credit products in the global financial crisis.

**FINC 628 Valuation (3 Credit Hours)**

*Pre-requisites:* FINC 450 or Quinlan Finance 450 Student Group Waiver, or FINC 342 with the minimum grade of "B"; Restricted to Graduate School of Business or Undergraduate School of Business

This is an advanced course in valuation where students are given a thorough grounding in traditional valuation models (DCF and relative valuation) and also introduced to real option methods and ideas; a certain emphasis is placed on the valuation of start-ups and students are introduced to the venture capital markets.

*Outcomes:*

Students will be able to demonstrate an understanding of traditional valuation models as well as real options methods and ideas

**FINC 630 Capstone Master of Science Finance (3 Credit Hours)**

*Pre-requisites:* FINC 450 and any 3 additional 450 and above FINC courses

This course integrates theory, analytics, and modeling skills acquired in advanced finance courses. Subject matter will include topics and techniques in corporate finance, international financial management, risk management, and investments. It is intended for Master of Science in Finance (MSF) students and select MBAs concentrating in finance and who have satisfied the necessary prerequisites.

*Outcomes:*

Students will be able to perform a complicated valuation analysis of a public or private company; Students will understand different short and long-term financing techniques and their impact on a firm's cost of capital, capital structure, financial risk, credit, and business strategy; Students will be able to perform a complicated international capital budgeting analysis; Students will be able to evaluate public and private investments and assess their place in a portfolio

## Healthcare Management (HCMT)

**HCMT 501 Healthcare Finance and Accounting (3 Credit Hours)**

*Pre-requisites:* Restricted to students enrolled in the MBA Health Care Management program

No course description is available

**HCMT 502 Healthcare Economics (3 Credit Hours)**

This course provides an understanding of the unique economic complexities of the health care industry, with a focus on consumer demand for health and the supply of health care services.

**HCMT 505 Healthcare Business Ethics (3 Credit Hours)**

This course examines the decision-making process in health care settings using an ethical framework that reconciles competing values and a mindset that prioritizes dwindling resources among a significant number of health care stakeholders.

**HCMT 506 Healthcare Policy and Law (3 Credit Hours)**

This course will introduce the student to the US Legal System and its application to the Healthcare Administrative environment. Topics covered will include the major legislative and regulatory standards of Health Care Law.

**HCMT 507 Healthcare Risk Management (3 Credit Hours)**

Students will learn to identify legal, ethical, administrative and compliance risk management and patient safety issues and to reach resolutions for the problems presented. Students will learn how to respond to various risk management issues from the perspective of clinicians, lawyers, administrators, managers and patients and appreciate how events are perceived and managed; and often how these perceptions are in conflict.

**HCMT 508 Global Issues in Healthcare Management (3 Credit Hours)**

This course provides students with an understanding of comparative global health care systems. Topics of study will include different models of funding health care services (via public and private health insurance systems), various models of organization of health care providers, and measures of population health in the visit countries.

**HCMT 509 Special Topics in Health Care Management (1.5 Credit Hours)**

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary. Enrollment is restricted to students enrolled in MBA-Health Care Management program.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics in health care



**HCMT 510 Data Driven Decision Making in Healthcare Management (3 Credit Hours)**

The intent of this course is to expand data literacy by learning about data tools and how pitfalls can occur in the process of creating them. This includes learning how data is defined, captured, analyzed, and cleaned. In addition, students will learn how data science tools are used within a healthcare setting and what ethical concerns may exist.

**HCMT 512 Healthcare Marketing Management (3 Credit Hours)**

This course will cover how marketing should be integrated across today's healthcare organizations, and give healthcare leaders a foundational understanding of the marketing concepts necessary for effectively defining their market, communicating with multiple customer groups, and ultimately driving customer loyalty and growth.

**HCMT 513 HR Strategic Management (1.5 Credit Hours)**

This course will help students understand and analyze the strategic HR challenges and decisions that organizations face today. The course will include lecture, readings, completion of case analysis in learning teams, a group presentation on one case, an individual paper, and a panel discussion with healthcare HR professionals.

**HCMT 514 Healthcare Leadership (1.5 Credit Hours)**

This course will help students expand their thinking on what it takes to be an effective leader in today's healthcare environment. It will also provide students an opportunity to gain insight on themselves as leaders, including their leadership purpose, values, style, talents, and development priorities.

**HCMT 515 Project Management (3 Credit Hours)**

*Pre-requisites:* Restricted to students enrolled in the MBA-HCM program  
No course description is available

**HCMT 516 Change Management (1.5 Credit Hours)**

This course explores the complexity and dynamics of change in organizations, with a particular focus on the health care domain. Topics covered include organization development, managing resistance, and change leadership. Students will develop an awareness of the ethical issues of change and corporate social responsibility. Restricted to Healthcare Management cohort only (HCMC-MBA).

*Outcomes:*

Students will develop an awareness of the ethical issues of change and corporate social responsibility

**HCMT 530 Capstone: Strategic Management (3 Credit Hours)**

This is the capstone course of the Health Care MBA program, and is intended to be a bridge to working responsibly and effectively in the real world, particularly in the health care industry. This course will explore the fundamental frameworks for identifying, developing and implementing effective strategy for health care organizations.

## Human Resources & Employment Relations (HRER)

**HRER 413 Compensation (3 Credit Hours)**

This course examines wage and salary policies and programs in private and public organizations. Legislative and social issues affecting pay decisions, and the alignment of pay policies with the business strategy and other human resource programs are covered.

*Course equivalencies:* HRIR413/HRER413

*Outcomes:*

Students will learn how to design and implement compensation policies and programs that will give their employers a competitive advantage; resolve compensation problems from both a human resource professional and managerial perspective; and create pay policies that are perceived as just and equitable; Students will improve their team leadership, analytical and writing skills

**HRER 415 Internship (1 Credit Hour)**

An internship provides the student with direct exposure to human resources and/or industrial relations functions as they are practiced in the real world.

*Course equivalencies:* HRIR415/HRER415

*Outcomes:*

Students will learn to practically apply the concepts and theories learned in the classroom to a real organizational work environment

**HRER 417 Managing and Motivating in the Workplace (3 Credit Hours)**

The course primarily explores the structure and function of human behavior in organizations. Students will be introduced to the principles of theory of perception, motivation, decision-making, job and organizational design as they relate to organizational realities such as power, politics and change.

*Course equivalencies:* CORD/HRIR/TRDV/HRER417/MGMT470

*Outcomes:*

Students will gain a better understanding of both individual and group behavior in organizational settings and will be able to view organizational change through globalization, diversity, technology and ethics

**HRER 417B Managing and Motivating in the Workplace (3 Credit Hours)**

*Pre-requisites:* Restricted to MBA Baumhart Scholars students

This course explores the structure and function of human behavior in organizations with a special focus on diversity, equity, and inclusion and on change management.

*Outcomes:*

Students will gain a better understanding of both individual and group behavior in organizational settings and will be able to view organizational change through globalization, diversity, technology and ethics

**HRER 417N Managing and Motivating in the Workplace (3 Credit Hours)**

*Pre-requisites:* Graduate School of Business Student

Students research a global HR challenge and develop written and oral communications focused on resolving the challenge that are presented to an executive panel at the end of the class. Students lead multiple in-class presentations and case analysis writing. Readings provide insight on building an inclusive work environment and resolving conflict.

*Outcomes:*

Global Perspective & Awareness of Diversity: developing a global perspective and appreciating diversity, including culture, race, religion, and gender; Communication Skills: communicating effectively in an oral and written manner

**HRER 418 Human Resources Law (3 Credit Hours)**

This course will introduce students, by a combination of statutory case law analysis and readings, to the substantive case law in the area of employee-employer relations' law. The statutes and case law encompass the following: National Labor Relations Act, Title VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act (ADEA), Americans with Disabilities Act (ADA), Civil Rights Act of 1991, Illinois Human Rights Act, and Illinois Employment Law Statutes and Regulations.

*Course equivalencies:* HRIR418/HRER418

*Outcomes:*

The primary purpose of this course is to introduce graduate students to a practical examination of the principles of "employee-employer" relations law, also called human resources law or personnel law; Students will be exposed to the principal theories, policies and literature concerning the relevant federal and state (Illinois) court case law and government regulations of the employee-employer relationship in primarily the private sector

**HRER 422 Global HR Management (3 Credit Hours)**

This course examines the critical roles of Human Resource professionals throughout the strategic globalization process, as well as the cross-cultural issues that affect organizational dynamics and behaviors central to Human Resource processes, such as staffing, training, motivation, negotiation, team building, and communication.

*Course equivalencies:* HRIR422/TRDV422/HRER422

*Outcomes:*

To survey the three types of topics covered by the field of Global HRM: 1. management of human resources in global corporations; 2. management of expatriate employees; 3. comparison of HRM practices in a variety of different countries: To consider special topics at the forefront of global HR, such as effects of NAFTA and the European Union, global ethics, and critiques of globalization

**HRER 429 Human Resource Development (3 Credit Hours)**

This course examines how organizations develop employees with the appropriate technical, interpersonal and leadership skills to be effective in their jobs.

*Outcomes:*

Students will learn how to conduct a training needs assessment, set learning objectives, establish evaluation criteria, select the best instructional methods, and to evaluate the impact of the program on the employee and organization; In addition to conducting formal training programs, students will learn how to use career planning, job rotation and performance feedback to develop employees and themselves; Students will improve their presentation, team leadership, analytical and writing skills

**HRER 430 Leading Change in Organizations (3 Credit Hours)**

The course focuses on enhancing managers' capabilities in integrating strategic issues with "people" issues, enabling them to effectively implement change initiatives within diverse global environments.

*Course equivalencies:* X - MGMT472 / HRER430

*Outcomes:*

Students will learn fundamental principles, theories, and generalizations needed for competent approaches to implement organizational change that prioritizes managing the "people" aspects of change, as participants or managerial change agents

**HRER 433 Group Process and Facilitation (3 Credit Hours)**

This course focuses on major concepts of group development and group dynamics. Other topics of discussion include communication patterns, authority relations, leadership, norms, stages of group behaviors, paradoxes of group life, and self-awareness within group settings.

*Course equivalencies:* HRIR433/HRER433

*Outcomes:*

Students learn the various tools and techniques of process consultation and also gain knowledge and competence for working with groups; The course combines cognitive and conceptual materials with experienced-based learning

**HRER 442 Global Overseas Seminar (3 Credit Hours)**

This course examines cross-cultural human resources topics both within the business organization and across the global marketplace.

*Course equivalencies:* X-CORD442/HRIR442/HRER442

**HRER 452 Human Resources Information Systems (3 Credit Hours)**

*Pre-requisites:* Graduate School of Business student

This course offers an in-depth look into the processes involved in implementing an HRIS and how to use analytics to drive key business decisions.

*Course equivalencies:* HRIR452/HRER452

*Outcomes:*

Understand how to prioritize needs, implement, and use HRIS to support business decisions; Learn basic programming for analytics

**HRER 453 Incentive Pay and Employee Benefit Programs (3 Credit Hours)**

This course examines incentive pay and employee benefit programs in private and public organizations. Program design and the alignment of incentive pay and benefit programs with business strategy and human resource programs are covered.

*Course equivalencies:* HRIR453/HRER453

*Outcomes:*

Students will learn to design and implement incentive pay and employee benefit programs that will give their employers a competitive advantage and be perceived as equitable among employees; Students will improve their team leadership, analytical and writing skills

**HRER 462 Employment Relations (3 Credit Hours)**

This course examines critical labor laws in the United States and the structure and function of our employment relations system.

*Course equivalencies:* HRIR462/HRER462

*Outcomes:*

Students will demonstrate understanding of basic case law in the field of labor relations and how unions, management representatives, and government dynamically interact to provide employee representation, balance group interests, and ideally avoid disruptive workplace conflict

**HRER 463 Staffing (3 Credit Hours)**

This course provides an overview of staffing processes in organizations, with an emphasis on recruitment and selection procedures. Other topics of discussion include legal and strategic issues in staffing, and relevant statistical concepts.

*Course equivalencies:* HRIR463/HRER463

*Outcomes:*

Students will become comfortable with the entire staffing process and be able to design and implement cutting-edge staffing systems, with an emphasis on business strategy

**HRER 490 Analytical Problem Solving (3 Credit Hours)**

This course is designed as an introductory graduate level course in analytical problem solving, another name for research methods, and design. A basic understanding of - and general familiarity with fundamentals of statistical concepts is assumed. However, where necessary, we will revisit these concepts briefly. Of course, this is not a course in statistics.

*Course equivalencies:* HRIR490/HRER490

**HRER 498 Independent Study (3-6 Credit Hours)**

Student will conduct in-depth research or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of human resources not otherwise covered by department course offerings.

*Course equivalencies:* HRIR498/HRER498

*Outcomes:*

Students will be able to demonstrate in-depth understanding of a specialized area or topic in human resources management

**HRER 499 Special Topics in Human Resources and Employment Relations (3 Credit Hours)**

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Course equivalencies:* HRIR499/HRER499

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

**HRER 500 Special Topics in Human Resources and Employment Relations (3 Credit Hours)**

This course engages students in a chosen Special Topic in HRER.

*Course equivalencies:* HRIR500/HRER500

*Outcomes:*

In-depth understanding of a special topic in the area of HRER

**HRER 501 Performance Management (3 Credit Hours)**

Designed to provide both current and future managers an in-depth understanding of performance appraisals and related issues, this course also emphasizes on goal-setting, feedback and the rating process.

*Course equivalencies:* HRIR501/HRER501

*Outcomes:*

Students will learn to apply the various techniques used to conduct effective performance appraisal processes and design comprehensive performance management systems for their organizations

**HRER 501E Performance Management (1.5 Credit Hours)**

Examines the manner in which managers can assess the performance of their subordinates and provide feedback designed to maximize their performance and organizational effectiveness.

**HRER 502 Global Employment Relations (3 Credit Hours)**

This course introduces students to different employment relations systems in advanced industrial economies in North America, Europe, and Asia and to formats for resolving new types of labor problems that have merged in a global economy.

*Course equivalencies:* HRIR502/HRER502

*Outcomes:*

Students will be able to identify critical differentiating aspects of employment relations systems in the developed world and common pro and con arguments regarding proposed solutions to substandard working conditions in the developing world

**HRER 511E Conflict Management and Negotiation (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Students participate in hands-on exercises designed to increase their knowledge of conflict resolution and negotiation techniques.

*Course equivalencies:* MGMT 605E/HRER 511E

**HRER 513E Strategic Human Resource Management (1.5 Credit Hours)**

As a leader or manager, it is your job to find the right people, engage and motivate them, and structure and operate the organization in a way that enables and inspires people to perform at their best; preserving the organization's financial health and protecting it from legal risks. This course focuses on how best to accomplish this. Enrollment limited to EMBA Cohort.

*Outcomes:*

Understand the role of HR in the successful execution of business strategy; Understand the importance of fit-driven strategic hiring; Understand the basic tactics of distributive and integrative bargaining

**HRER 600E Performance Management (1.5 Credit Hours)**

Examines the manner in which managers can assess the performance of their subordinates and provide feedback designed to maximize their performance and organizational effectiveness.

**Information Systems (INFS)****INFS 443 Business Analytics (3 Credit Hours)**

Business analytics is the practice of using methodically collected data to drive decisions about business and in business applications. The goal of the course is to introduce students to the current approaches, tools, and techniques involved in this practice. Because many topics and concepts in business analytics are best learned through hands-on work, time will be spent obtaining, processing, analyzing and visualizing data that pertain to different business cases. Students will use R, arguably the most popular analytical software used by data scientists. During this course, students will learn to use R, as well as gain and help improve business insight through data-driven analytics. Restricted to Graduate School of Business students.

*Outcomes:*

Explain the key factors differentiating business intelligence from business analytics; Frame a problem in a business analytics context to drive insightful decisions and gain the competitive edge

**INFS 491 Managerial Statistics with Artificial Intelligence (AI) (3 Credit Hours)**

*Pre-requisites:* Graduate School of Business student

This course examines the integration of statistical methods with artificial intelligence (AI) techniques to analyze and interpret complex data. Students will study key statistical concepts, including descriptive statistics, random variables, probability distributions, estimation, hypothesis testing, regression, correlation analysis, and model building. AI-driven approaches will be introduced for various topics. Emphasis is placed on using statistical software and AI to facilitate data analysis and address real-world problems effectively.

*Course equivalencies:* ISOM491 / MGSC491

*Outcomes:*

Students will gain a high-level understanding of common statistical tools used in AI and machine learning algorithms and they will be able to derive conclusions from statistical studies; Students will be able to describe data using visual and numerical summaries, analyze and interpret data effectively, perform estimation and hypothesis testing, develop and evaluate statistical models such as regression, apply statistical software for data analysis, and present statistical findings and AI results clearly and accurately

**INFS 492 Database Systems (3 Credit Hours)**

This course uses database systems as the focus for studying concepts of data modeling and data manipulation. Procedures for creating, managing, sorting, and processing data are discussed. Concepts of relational database methods are covered as well as the issues that arise in managing information in a database and using it to support business processes.

*Course equivalencies:* ISOM492 / MGSC492

*Outcomes:*

Understanding the development and use of business database systems

**INFS 492E Business Intelligence/Data Warehousing (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Explores concepts of data warehousing and business intelligence from a managerial perspective.

*Course equivalencies:* INFS600E/INFS492E

**INFS 493 Database Analytics (3 Credit Hours)**

*Pre-requisites:* INFS 492 This course focuses on practical methods for in-database data preparation and manipulation to extract analytical insights out of a large or big data repository

The concept of big data, distributed computing frameworks, and massively parallel processing databases are also covered. Students will become proficient using open source databases, performing extensive advanced SQL programming, writing scripts and manipulating strings, numbers, data, etc. within a database.

*Outcomes:*

Implement Advanced Data Queries: Conduct advanced searches, hierarchical queries, and implement range-based filtering to address complex data analysis requirements; Master Advanced SQL Techniques: Develop expertise in advanced SQL programming, including string manipulation, numerical calculations, date handling, and metadata queries; Analyze and Prepare Data for AI: Utilize in-database data preparation techniques to transform raw data into actionable insights, a critical step for AI model development and implementation

**INFS 493E Strategic Use of Information Technology (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Focuses on the use of information technology for competitive advantage, including the management of information as a corporate resource, and information systems planning and its relationship to corporate planning.

*Course equivalencies:* ISOM601E / INFS601E/INFS493E

**INFS 494 Applied Data Mining and Artificial Intelligence (AI) (3 Credit Hours)**

Data Mining involves the search for patterns in large quantities of data using techniques such as clustering, decision trees, neural networks, and association analysis. Machine learning, the process of using mathematical models of data to help a computer learn without direct instruction, an important application of artificial intelligence (AI), is also introduced.

*Course equivalencies:* X-CSIS494/INFS494

*Outcomes:*

The student will be able to build models using an industry-standard package and interpret the results; The student will be able to use AI-enabled tools to discover and extract implicit but potentially useful information from data

**INFS 495 Forecasting Methods with Artificial Intelligence (AI) (3 Credit Hours)**

*Pre-requisites:* Graduate School of Business Student and ISSCM 491 or ISSCM 402N

Techniques of forecasting and model building are introduced. Methods covered are simple and multiple regression, introduction to time series components, exponential smoothing algorithms, and AIRMA models - Box Jenkins techniques. Business cases are demonstrated and solved using the computer.

*Course equivalencies:* ISOM495 / MGSC495

*Outcomes:*

Students will be able to forecast business and economic variables to enhance business decisions; Students will learn how AI enhances forecasting techniques by uncovering complex patterns, automating model optimization, and improving forecast accuracy; Students will be equipped with the skills to create advanced, AI-augmented forecasting models, making them invaluable assets in data-driven decision-making environments

**INFS 496 Systems Analysis and Design (3 Credit Hours)**

Provides a core set of skills for planning, managing and executing systems analysis and design processes in e-business and Web-based environments. Topics typically include project initiation and planning, methods used in the determination of information requirements, prototyping, techniques used in systems design, testing and implementation strategies.

*Course equivalencies:* X-INFS496/CSIS496

*Outcomes:*

Understanding of the development and implementation of business information systems

**INFS 499 Independent Study (3 Credit Hours)**

Independent study is in-depth research or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of information systems not otherwise covered by department course offerings.

**INFS 590 Global Strategy and Data (3 Credit Hours)**

This course introduces the student to economic and business practices of a foreign country using the analysis of data, and on-site experiences. We will focus on business strategies, impediments, and challenges in light of the culture, politics, history and institutions of a selected country. We will interact with a variety of local people such as small business owners, firm managers, economists, journalists, and students, in order to inform our understanding and analysis.

*Course equivalencies:* MGMT590/ISOM590

*Outcomes:*

Students will gain knowledge and analytical skills that can assist them in facing the challenges of conducting business in global locations

**INFS 592 Data Visualization (3 Credit Hours)**

*Pre-requisites:* INFS 492

The amount of data that our world generates is growing at a torrid pace. Sifting through & making sense of these humongous mountains of data is crucial to ensuring business growth, success and to making scientific discoveries & advancements. Data visualization plays an important role in this process.

*Outcomes:*

Students will be able to process & visualize large amounts of data in order to enable efficient & effective analysis using industry standard software

**INFS 596N Data Driven Decision Making (3 Credit Hours)**

*Pre-requisites:* Restricted to School of Business graduate degree students

Perhaps one of the biggest challenges facing organizations is bridging the gap between those who have technical expertise in information systems and those who are managerial decision makers. This course builds on the decision strategy course to help address that challenge.

*Course equivalencies:* INFS596N/ISSCM596B

*Outcomes:*

Understand the sources and limitations of data; Understand how databases organize data sets and the use of SQL to extract data; Increase facility with spreadsheets; Expose students to the issues that arise between those who provide data and those who use data to make business decisions

**INFS 600E Business Intelligence & Data Warehousing (1.5 Credit Hours)**

Explores concepts of data warehousing and business intelligence from a managerial perspective.

*Course equivalencies:* INFS600E/INFS492E

**INFS 604E Business Data Analytics - Infrastructure (1.5 Credit Hours)**

The course covers concepts related to data organizing and database modeling, and the managerial issues related to the design, implementation, and utilization of systems that support operational data use and provide infrastructure for business data analytics. Enrollment limited to EMBA Cohort.

*Outcomes:*

Students will learn how to gather, understand, manage, and act on information stored in databases, data warehouses, and Big Data repositories

**INFS 605E Business Data Analytics - Application (1.5 Credit Hours)**

The course covers the effective uses and applications of data analytics; including On-Line Analytic Processing/Business Intelligence, data mining techniques and their particular applications and data visualizations methods and tools. Enrollment limited to EMBA Cohort.

*Outcomes:*

Students will learn how business data analytics is applied to create competitive edge and business opportunities and how to understand and manage business data analytics applications projects

**INFS 691 Principles of Analytic Programming (3 Credit Hours)**

*Pre-requisites:* INFS 443

This course will focus on the R language and will build on the introduction from INFS 443.

*Outcomes:*

Students will learn to manipulate data, write functions and scripts for repeatable analysis, build models, and perform data analysis tasks

**INFS 791 Programming for Business Decision Making (3 Credit Hours)**

This course focuses on how to effectively use a computer programming language to support decision making in business. Examples include using Visual Basic for Applications (VBA) to create applications within Microsoft Excel or using Python for manipulating and analyzing data. In addition to covering the concepts of programming using the specified language, this course covers developing user interfaces, working with external data and debugging code. By the end of this course, the student will be able to build custom procedures and create user-defined functions in the programming language used.

**INFS 795 Ethics and Data Analytics (3 Credit Hours)**

The rapid advancement in technology necessitates an equally rapid advance in the ethics of data analytics. We will explore ethical questions in this field through the use of business case studies. We will also look at examples of ethical codes of conduct.

*Outcomes:*

Students will evaluate following ethical considerations: how data is collected, how it is interpreted, how it is applied, and with whom it is shared

**INFS 796 Data Warehousing (3 Credit Hours)**

*Pre-requisites:* INFS 492 *Outcomes:* Students will learn how data warehouses are used to help managers successfully gather, analyze, understand and act on information stored in data warehouses

The components and design issues related to data warehouses and business intelligence techniques for extracting meaningful information from data warehouses are emphasized. Oracle tools will be used to demonstrate design, implementation, and utilization issues.

*Course equivalencies:* X-ISOM796/MGSC796/CSIS796

**INFS 797 Applications of Visualization (3 Credit Hours)**

Students will explore human perception and cognition, the use of best design practices, and interacting/storytelling with data.

*Outcomes:*

This course will develop a vocabulary and framework for discussing, critiquing, assessing, and designing visual displays of quantitative data

**INFS 798 AI Product Management (3 Credit Hours)**

This 10-week intensive course aims at mastering the end-to-end process of discovering, designing, developing, delivering, and managing products in context to data, machine learning and artificial intelligence. The course concentrates on strategic thinking and tactical implementation of data driven products and provides skills needed to become a successful product manager.

*Outcomes:*

Apply product management principles to ideate and develop innovative AI tools and solutions; Utilize product management strategies to guide the development of AI tools that support data-driven decision-making; Prototype and validate AI solutions, using product management methodologies to efficiently design, test, and iterate AI prototypes for real-world applications

**INFS 799 Special Topics in Information Systems (3 Credit Hours)**

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

## Information Systems and Supply Chain Management (ISSCM)

**ISSCM 400 Quantitative Methods (0 Credit Hours)**

Introduces the non-math-oriented student to the use of mathematical modeling in business. This course begins with a review of topics from algebra, then covers concepts in calculus and applies them to the solving of business problems.

**ISSCM 400E Quantitative Methods (1.5 Credit Hours)**

Quantitative Methods is restricted to students enrolled in the Executive MBA and MBA Health Care Management programs.

**ISSCM 400N Quantitative Methods I (0 Credit Hours)**

Introduces the non-math-oriented student to the use of mathematical modeling in business. This course begins with a review of topics from algebra, then covers concepts in calculus and applies them to the solving of business problems.

*Outcomes:*

Students learn the tools for modeling business decision problems and the techniques for finding solutions for these models

**ISSCM 402N Quantitative Methods II - Statistics Primer (0 Credit Hours)**

The fundamentals of managerial statistics are presented. Topics include descriptive statistics, regression, and correlation analysis.

**ISSCM 484B Project Management (1.5 Credit Hours)**

*Pre-requisites:* Completion of two Core business courses (ACCT 400, MARK 460, HRER 417, ISOM 491, FINC 450, ECON 420, OPMG 480)

The art and science of project management as applied to a variety of business and technical projects in commercial, public, and private sectors. Covers: project life cycle and methodology; teambuilding; project organization, stakeholders and leadership; proposals and contracts; techniques for project planning, estimating, scheduling, and control; PMO.

*Outcomes:*

Understanding of the broader role of the project manager with regard to all project stakeholders, and of methods, tools, and procedures for initiating, defining, and executing projects

**ISSCM 484E Project Management (3 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program.

Explores the art and science of project management and systems development, as applied to a variety of large and small project situations in commercial, public, and private sectors.

*Course equivalencies:* OPMG601E/ISOM484E

**ISSCM 484N Project Management (3 Credit Hours)**

Project management is the art, craft, and occasional science of being intentional and systematic about transforming ideas into practice and realizing organizational value. We explore how to design and sequence tasks and deliverables, obtain resources, and manage to deadlines and value. Restricted to School of Business graduate degree students.

*Outcomes:*

Identify project management opportunities; Design executable project plans; Recognize and address risks that arise during execution

**ISSCM 486E Global Supply Chain Management (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program.

Explores the current business revolution in global logistics and partnering by members of the supply chain to more effectively provide products and services to customers.

*Course equivalencies:* ISOM486E/OPMG602E

**ISSCM 491E Data Analysis for Managers (3 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program.

Provides an in-depth treatment of computer-based data analysis, including sampling, estimation, hypothesis testing, regression, and time-series models. The emphasis is on managerial applications and on letting the data tell the story.

*Course equivalencies:* ISOM 600E/ISOM491E

**ISSCM 595 Decision Analysis (3 Credit Hours)**

*Pre-requisites:* Restricted to School of Business graduate degree students

Making good decisions in face of uncertainty and risk is at the heart of successful management. This course provides a coherent set of critical thinking and decision analysis tools that are used to carve out well-structured decision models from ill-structured real-life problems and perform analyses to generate insights.

*Outcomes:*

The course introduces students to a variety of tools that will improve their critical reasoning skills and ultimately the ability to make effective decisions

**ISSCM 595B Decision Strategy Critical Thinking & Decision Analysis (3 Credit Hours)**

Making good decisions in face of uncertainty and risk is at the heart of successful management. This course provides a coherent set of critical thinking and decision analysis tools that are used to carve out well-structured decision models from ill-structured real-life problems and perform analyses to generate insights.

*Outcomes:*

The course introduces students to a variety of tools that will improve their critical reasoning skills and ultimately the ability to make effective decisions

**ISSCM 596B Data Driven Decision Making (3 Credit Hours)**

Perhaps one of the biggest challenges facing organizations is bridging the gap between those who have technical expertise in information systems and those who are managerial decision makers. This course builds on the decision strategy course to help address that challenge.

*Course equivalencies:* INFS596N/ISSCM596B

*Outcomes:*

Understand the sources and limitations of data; Understand how databases organize data sets and the use of SQL to extract data; Increase facility with spreadsheets; Expose students to the issues that arise between those who provide data and those who use data to make business decisions

**ISSCM 799 Special Topics- Information Systems & Supply Chain Management (3 Credit Hours)**

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Course equivalencies:* ISOM799 / MGSC799

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

**Legal Environment of Business (LREB)****LREB 443E Executive Legal Liability (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Treats selected areas of corporate activities in which officers and directors are subject to personal liability including conflicts of interest, security transactions, and provisions of the Foreign Corrupt Practices Act.

Students will design company compliance programs related to such matters including anti-trust regulations.

*Course equivalencies:* LREB600E/LREB443E

**LREB 445 Entrepreneurship Law (3 Credit Hours)**

*Pre-requisites:* Quinlan School of Business graduate students

This course provides aspiring and established business owners with an understanding of the recurring legal issues at various stages in entrepreneurship. Comprehending these principles will assist business owners in better organizing their business structures and operations.

*Outcomes:*

The goal is to help increase a business' duration and profitability by implementing appropriate processes to reduce the potentially substantial costs and irreparable harm associated with failing to apply proper attention to foreseeable commercial risks

**Marketing (MARK)****MARK 425N Business Communication (1.5 Credit Hours)**

Effective communication skills are important because they give leaders and followers the ability to transmit and receive information with a high probability that the intended message is passed from sender to receiver. Good leaders communicate ideas, articulate arguments, advocate positions, solicit ideas from others, and persuade others. Restricted to School of Business graduate students.

*Outcomes:*

1) Learn to communicate effectively in an oral presentation; 2) Develop specific skills to enhance effective professional interpersonal communication as well as written and oral communication

**MARK 460 Marketing Management (3 Credit Hours)**

This course develops a broad understanding of the marketing principles that undergird successful marketing strategies and marketing plans with special attention given to international and ethical considerations.

*Outcomes:*

Students use and apply marketing principles, strategic research, consumer analysis and target marketing to either a project or to case studies

**MARK 460B Marketing Management (3 Credit Hours)**

This course develops a broad understanding of the marketing principles that undergird successful marketing strategies and marketing plans with special attention given to international and ethical considerations.

*Outcomes:*

Students use and apply marketing principles, strategic research, consumer analysis and target marketing to either a project or to case studies

**MARK 460E Marketing Management (3 Credit Hours)**

*Pre-requisites:* Restricted to students in the Executive MBA Program

Introduces use of strategic research, customer analysis, target market, and the application of marketing tools to a variety of case problems.

Emphasis is placed on product planning, pricing policies, promotional methods, and distribution channels. Considers cultural, governmental, economic, business, and environmental factors affecting the marketing of goods and services globally.

*Course equivalencies:* MARK600E/MARK460E

**MARK 461 Research Methods in Marketing (3 Credit Hours)**

*Pre-requisites:* MARK 460

This course develops an understanding of the marketing research process and the role of survey research in it.

*Outcomes:*

Students formulate research problems and a design research study, including the development of a questionnaire, selection of an appropriate sample and data analysis

**MARK 463 Sales and Strategic Leadership (3 Credit Hours)**

*Pre-requisites:* MARK 460

This course develops an understanding of the tools and techniques required for developing a sales force and for managing revenue generation within organizations.

*Outcomes:*

Students apply processes for hiring and managing sales professionals; tools for successful account management; and skills in solving revenue generation problems facing profit and non-profit organizations

**MARK 464 Integrated Marketing Communication (3 Credit Hours)**

*Pre-requisites:* MARK 460; MARK 467 is recommended

This course develops an understanding of how advertising, sales promotion, public relations, personal selling and in some cases packaging decisions form a coordinated marketing communications plan.

*Outcomes:*

Students apply the elements of integrated marketing communications and develop a coordinated Marketing Communications plan for a project or case study

**MARK 465 International Marketing (3 Credit Hours)**

*Pre-requisites:* MARK 460 or by Department Consent

This course develops an understanding of marketing problems in an international context with particular attention given to how international factors impact consumers, competition, and marketing strategies.

Students analyze cases and identify optimal solutions to international marketing problems.

*Outcomes:*

Students apply the principles of marketing to solve marketing problems in an international context

**MARK 467 Consumer Behavior (3 Credit Hours)**

*Pre-requisites:* MARK 460

This course develops an understanding of how consumers behave before, during, and after the consumption process by exploring both the micro-level mental processes that impact consumer decision-making as well as the macro-level cultural and social influences on consumer behavior.

*Outcomes:*

Students apply course concepts and theories to develop a consumer analysis and marketing strategies for a firm or non-profit organization

**MARK 468 Digital Marketing (3 Credit Hours)**

*Pre-requisites:* MARK 460 or by Department Consent

This course develops an understanding of the Internet as part of an overall marketing strategy by considering the ways in which the Internet has changed marketing and business. The course covers topics such as online consumer behavior, web analytics, online advertising, email, social media, mobile, and search engine marketing (paid and organic). In addition to learning fundamental principles of digital channels, students will apply the learned principles in a class project; example projects include creating a paid search campaign for a client, running a digital marketing simulation, writing a digital marketing plan, or conducting a social media audit.

*Outcomes:*

Students develop the power to act effectively by using technology in increasingly complex buying environments

**MARK 469 Independent Study-Marketing Management (3 Credit Hours)***Pre-requisites:* MARK 460

Independent study is in-depth research or reading, initiated by the student and jointly developed with a faculty member, into a specialized area not otherwise covered by department course offerings. Variable credit. Permission of area coordinator required. Special Topics are scheduled classes; specific titles and content will vary.

*Outcomes:*

Varies with course of study selected

**MARK 470N Research, Insights and Storytelling (3 Credit Hours)***Pre-requisites:* MARK 460 or equivalent

Students will learn to monitor trends and shifts in the socio-cultural landscape, identify relevant market information, gather consumer research and translate into actionable strategies through storytelling. Enrollment limited to MBA Students. Collect, analyze & glean insights from data; Apply & translate insights into compelling stories for actionable business outcomes & social impact.

*Outcomes:*

Understand research process & approaches

**MARK 472E Market Opportunity Analysis (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Enables students to discover market opportunities and business relationships that are critical to sustainable business growth. Course will challenge students to move away from "copy cat" business ideas to innovative business solutions.

*Course equivalencies:* MARK 604E/MARK472E**MARK 561 Comparative Consumer Behavior (3 Credit Hours)**

This course develops an understanding of the marketing implications of cultural differences and similarities between the people of two or more nations and considers two opposing views of marketing scholars as to whether the similarities or the differences are the more important factor.

*Outcomes:*

Students apply methods of cross-cultural analysis as well as examine frameworks for assessing multinational strategies

**MARK 562 Database Marketing Strategy (3 Credit Hours)***Pre-requisites:* MARK 460

This course develops an understanding of the development and use of databases for marketing, retrieval of appropriate data and analysis of that data to increase marketing effectiveness.

*Outcomes:*

The student will perform database manipulation and analysis of data; Analysis includes at least univariate analysis, cross-tabulation, creation of new variables, regression analysis and recency-frequency-monetary analysis

**MARK 564 Brand Equity and Marketing Strategy (3 Credit Hours)***Pre-requisites:* MARK 460 or by Departmental Consent

This course develops an understanding of the way firms may increase their share of market and profits by creating, building, and managing strong, unique, and favorable brand equity for their products and services.

*Outcomes:*

Students develop a Brand Plan, evaluating the contributions of traditional brand elements, and develop a framework for creating the marketing strategies required for successfully building and managing brand equity

**MARK 566 Integrated Media Planning (3 Credit Hours)**

The course provides an overall understanding of media planning: basic media concepts, buying and selling of media, development and evaluating effective media strategies and plans, and the role that media plays in an integrated marketing and communications plan. The course is recommended for students with little or no media planning experience.

**MARK 567 Customer Relationship Management (3 Credit Hours)***Pre-requisites:* MARK 460; MARK 468 is recommended

This course develops an understanding of CRM as a business philosophy that involves acquiring new customers as well as maintaining long-term and profitable relationships with existing customers. Key concepts such as customer experience, customer satisfaction, loyalty, customer lifetime value, among others, will be explored.

*Outcomes:*

Students conduct an analysis and critique of a firm's CRM strategy and provide recommendations for improving the customer-firm/customer-brand relationship

**MARK 568 Social Media & Content Marketing (3 Credit Hours)***Pre-requisites:* MARK 460

This course examines the connection between social media and content marketing for the purposes of branding, acquisitions, customer retention, employee recruitment, and other important organizational initiatives.

Assess, implement, and leverage tools to build community and attract customers. Prove the ROI of any social media or content marketing effort.

*Outcomes:*

Develop social media and content marketing strategies that drive value

**MARK 569 Special Topics (3 Credit Hours)***Pre-requisites:* MARK 460

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

**MARK 660 Digital Marketing Analytics (3 Credit Hours)***Pre-requisites:* MARK 460 or equivalent

Restricted to Graduate Business students. This course is centered around decision-making based on data gathered from users' interactions with digital channels such as websites, online search (organic and paid), display media, social media, email, and mobile. Students will learn how to define objectives, collect, and analyze data, and recommend useful insights for more effective marketing strategies.

*Outcomes:*

Students will be able to understand how consumers interact with brands across owned, paid, and earned media; Students will be able to apply the digital marketing analytics process into various decision-making situations; Students will be equipped to establish business measurement models and identify KPIs for various digital media; Students will have the ability to analyze the digital marketing strategies adopted by a firm and recommend data-driven decisions; Students will be able to evaluate the effectiveness of different digital media channels

**MARK 661 Customer Analytics (3 Credit Hours)***Pre-requisites:* MARK 460 or equivalent and (ISSCM 402N or ISSCM 491);

Restricted to Graduate Business students

In this course students will study how to use data analytics to learn about customer needs and improve targeting individual consumers. The course will encourage students to apply scientific methods and models to predict and respond to customer choices. This is the key part of learning Big Data. The term Big Data is viewed in the broad sense as it relates to various aspects of the consumer behavior, which may be captured, measured, and transformed to the digital form.

*Outcomes:*

Through applications of statistical models to the analysis of the real-world databases, the students will learn how firms may use customer data to serve customers better



**MARK 662 Marketing Metrics (3 Credit Hours)**

*Pre-requisites:* MARK 460 or equivalent and (ISSCM 402N or ISSCM 491); Restricted to Graduate Business students

This course is designed with marketing managers in mind. As profession marketing is evolving, it is no longer based primarily on the conceptual content. Marketers get exposed to thousand times the volume of data she(he) saw five years ago. More data cannot lead to better decision making unless managers learn how to use that data in meaningful ways. In this course, students will be introduced to the analytical decision models that assist modern managers in making marketing decisions related to targeting, product design, communications, and more.

*Outcomes:*

Learn analytical techniques and decision models for enhancing marketing decision making in the modern organizations; Improve skills to viewing marketing processes and relationships systematically and analytically; Learn power of decision models applied in the real managerial contexts; Provide students with toolkit that may be used to assess, and measure return on marketing investments in organizations

**Management (MGMT)****MGMT 400B Values-Based Leadership (1.5 Credit Hours)**

This course will explore major approaches to leadership that are based on personal and organizational values. Students will have an opportunity to explore their own values and approach to leadership and be challenged to identify opportunities for improvement.

*Outcomes:*

Students will: 1) learn and understand fundamental and diverse principles and theories of leadership and management; 2) develop a clearer understanding of and commitment to personal values as a way of developing a sound basis for making personal and professional decisions; 3) apply what they learn in this course to clarify thinking on leadership and to solve problems in the future; 4) learn to analyze and critically evaluate different ideas, concepts and points of view on the concepts of leadership and management; 5) develop a personal style that will begin to answer the question "What kind of leader do I want to be?"; and 6) Understand the meaning of "vocation" and how it applies to each student's life

**MGMT 401B Innovative Corporate Social Responsibility (1.5 Credit Hours)**

This course will analyze why and how global businesses are innovating to address corporate responsibility expectations. The course will focus on companies that are co-creating value and will examine impacts from businesses, civil society and public policy that enhance (or detract from) competitiveness.

*Outcomes:*

Students will be able to: 1) examine the interaction between market and civil society institutions in the development of corporate responsibility initiatives; 2) demonstrate understanding of changing legal, social, and political environments as they affect organizations; and 3) analyze organizational situations, identify key issues, and formulate arguments and appropriate ways to innovatively implement changes

**MGMT 402B Social Enterprise (1.5 Credit Hours)**

Social enterprise seeks to create ventures that provide critical social services in innovative ways using the concepts and methods of business. This course aims to prepare students to engage in social enterprise by focusing on how to create social value by business means; how to start and sustain an entrepreneurial social venture; how to scale social innovation and grow an organization; how to obtain funding and generate earned revenue; how to adopt an appropriate legal governance structure and tax status; and how to measure, document, and communicate social impact.

*Outcomes:*

Students will demonstrate: 1) an understanding of the social enterprise sector, including what distinguishes social entrepreneurship from both traditional social services and traditional entrepreneurship; 2) a strategic understanding of how social enterprises succeed; 3) the ability to use analytical tools to develop and measure the impact of social enterprise models; and 4) the ability to formulate their ideas into a social enterprise model presentation

**MGMT 403B Creating Ethical Work Environments (1.5 Credit Hours)**

This course will explore how companies create and sustain ethical work environments and challenge students to systematically think about ethical dilemmas in human resources. The course will explore ethical practice across four areas of human resources: 1) acquiring employees (employment planning, recruitment, and selection); 2) developing employees (training, mentoring, performance feedback); 3) rewarding employees (salary, incentives, benefits); and 4) managing employment relations (unions, safety). The course will include an emphasis across these areas on diversity, inclusion, and social responsibility.

*Outcomes:*

Students will: 1) have familiarity with major ethical issues in human resources; 2) understand how companies make ethical human resources decisions aligned with their values; and 3) demonstrate knowledge of current human resource approaches to diversity, inclusion, and social responsibility

**MGMT 404B ESG Investing (1.5 Credit Hours)**

This course will explore the growing integration of environmental, social and governance (ESG) factors into global investment decision-making. Students will learn about: 1) the history and growth of ESG in investing; 2) how to assess a company's climate impact, water management, health and safety policies, supply chain integrity and other ESG factors in the context of financial risk and performance analysis; and 3) how companies can improve their ESG performance.

*Outcomes:*

Students will: 1) understand why ESG factors influence a company's financial performance; 2) assess a company's ESG performance; and 3) develop recommendations for ESG improvement

**MGMT 405B Sustainable Business Management (1.5 Credit Hours)**

No course description is available

*Outcomes:*

Understand the dimensions of sustainability; understand economics for sustainability; understand the tools and techniques to apply sustainability in each functional area of the business

**MGMT 406B Influential Leadership (1.5 Credit Hours)**

This course will equip students with the tools to be influential leaders by better understanding their own leadership styles, further developing their emotional intelligence, and learning how to best apply their styles effectively in the workplace. Students will be able to: 1) identify their personal leadership styles; 2) know how to apply their leadership most effectively in different organizational contexts with an emphasis on emotional intelligence; and 3) demonstrate familiarity with coaching techniques to improve personal and team performance.

**MGMT 407B Impact Investing (1.5 Credit Hours)**

This course will explore the rise of investments aimed simultaneously at social, environmental, and financial returns. Students will: 1) understand how impact investing works and the growing spectrum of investment firms with impact investing strategies; and 2) be able to evaluate an investment with an SROI (social return on investment) framework.

**MGMT 426N Leadership Development (1.5 Credit Hours)**

Leader development is a systematic process that outlines self-improvement goals and strategies to assist leaders to take advantage of opportunities. Development planning consists of identifying development needs, prioritizing development needs, building a development plan, and modifying the development plan. Restricted to School of Business graduate students.

*Outcomes:*

1) Develop an understanding of the skills that are necessary to be an effective leader; 2) Create a development plan to become a more effective leader and responsible leader who exhibits personal integrity and ethical awareness

**MGMT 430B Strategy and Leadership (3 Credit Hours)**

The MBA Capstone explores the manner in which companies develop and implement a strategic plan and examines characteristics of effective general managers and leaders. This course is restricted to students in the MBA program and should be taken during the student's final quarter.

*Outcomes:*

Students will develop an explicit personal way of thinking about the business enterprise as a total system and the manner in which it can gain a sustainable competitive advantage by drafting a complete business plan for a start-up entity; Students will also sharpen their team, analytical, writing, and presentation skills and begin to evaluate the type of leadership skills they will need to move into increasingly more responsible positions inside organizations

**MGMT 430E Capstone (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Brings all of the learning together from the program as it concludes. This course builds on the Entrepreneurship course by having teams prepare a complete business plan for the concept they have developed.

*Course equivalencies:* MGMT610E/MGMT430E

**MGMT 430N Strategy and Leadership (3 Credit Hours)**

*Pre-requisites:* MGMT 425N, MGMT 426N, MARK 470N, FINC 470N, and ISSCM 596N

The MBA Capstone explores the manner in which companies develop and implement a strategic business plan and also examines characteristics and responsibilities of effective general managers and strategic leaders in business organizations.

*Outcomes:*

An understanding about the business enterprise as a total system and the way it can gain a sustainable competitive advantage; Development of team, analytical, writing, and presentation skills, and the type of leadership skills they will need to move into organizations

**MGMT 431N Business Consulting Course (3 Credit Hours)**

*Pre-requisites:* MGMT 425N, MGMT 426N, MARK 470N, FINC 470N, and ISSCM 596N

This applied fieldwork project provides an opportunity to apply the knowledge and skills learned in the classroom to a client. The student teams will work directly with companies to create implementable business solutions.

*Outcomes:*

1) Increase proficiency in integrating the techniques, processes and procedures of the fundamental business disciplines; 2) Learn to apply the theory, skills, and knowledge from the business disciplines to business practice; 3) Demonstrate an innovative, entrepreneurial approach to management decisions

**MGMT 441 Business Ethics (3 Credit Hours)**

This course examines the ethical aspects of individual and corporate decision making in business and provides resources for making ethical decisions within the context of managerial practice.

*Outcomes:*

Students will be acquainted with the concepts and principles of ethical reasoning that have been developed in ethical theory; be aware of the specific ethical issues that arise in management and of the ways in which these issues are commonly analyzed; and be able to make sound ethical and managerial decisions and to implement those decisions within the context of an organization in a competitive marketplace

**MGMT 441B Business Ethics (1.5 Credit Hours)**

This course examines the ethical aspects of individual and corporate decision making in business and provides resources for making ethical decisions within the context of managerial practice.

*Outcomes:*

Students will be acquainted with the concepts and principles of ethical reasoning that have been developed in ethical theory; be aware of the specific ethical issues that arise in management and of the ways in which these issues are commonly analyzed; and be able to make sound ethical and managerial decisions and to implement those decisions within the context of an organization in a competitive marketplace

**MGMT 443 Global Environmental Ethics (3 Credit Hours)**

This course develops an understanding of the ethical issues and responsibilities arising from human interaction with the non-human natural environment. Perspectives from various religious traditions, Western philosophy, and the science of ecology are considered.

*Outcomes:*

Students will be able to demonstrate ethical awareness, reflection, and application of ethical principles in decision making

**MGMT 444 Introduction to ESG - Expectations & Opportunities (3 Credit Hours)**

*Pre-requisites:* Open to all graduate degree and graduate certificate students

Concepts and practices of ESG are introduced within the context of growing and emerging megatrends such as climate change and social justice concerns that presents companies with new risks and new opportunities. Themes related to private and public companies will be explored.

*Outcomes:*

Develop strong grounding in the overall themes of ESG; Develop an understanding of the core methods for assessing ESG outcomes; Establish the foundation for delivering ESG impact

**MGMT 445 ESG in Practice-Business Leadership in Times of Change (3 Credit Hours)**

*Pre-requisites:* Completion of MGMT 444 and two ESG electives

Class integrates the full knowledge of ESG by building on introductory course while encouraging students to integrate prior ESG knowledge from both practice and other classes. Students apply content and build out plans and pathways for a specific organization. Student may be enrolled in second elective concurrently.

*Outcomes:*

Demonstrate understanding of reporting tools and approaches; Demonstrate applied understanding of ESG topics; Demonstrate understanding of ESG values based on leadership and change management

**MGMT 446 International Business Ethics (3 Credit Hours)**

This is an advanced business ethics course that addresses the ethical challenges of international business for managerial decision making. The main emphasis of the course is on implementation, and standards, for operating ethically within multinational corporations and on ethical problems in specific countries or regions of the world.

*Outcomes:*

The course aims to equip managers with ethical decision-making skills in global business by understanding complex interactions among market, policy, and society, analyzing personal decision-making, and improving communication abilities

**MGMT 448 Ethics in Finance (3 Credit Hours)**

This is an advanced business ethics course that addresses the ethical challenges in finance, which includes financial markets, financial services, financial management, and finance theory. The aim of this course is to understand the ethical issues that arise in the various areas of finance and to develop an ability to resolve these issues effectively and responsibly. Topics include: fairness in financial markets, the rationale for market regulation, duties of agents, fiduciaries, and professionals, conflict of interest, insider trading, manipulation and fraud, marketing and sales, consumer privacy, abusive credit practices, financial management, financial reporting, bankruptcy, acquisitions and mergers, and building an ethical corporate culture.

**MGMT 460B Marketing Management (3 Credit Hours)**

This course develops a broad understanding of the marketing principles that undergird successful marketing strategies and marketing plans with special attention given to international and ethical considerations.

*Outcomes:*

Students use and apply marketing principles, strategic research, consumer analysis and target marketing to either a project or to case studies

**MGMT 460E Values Based Leadership (1.5 Credit Hours)**

This course is focused on "values-based" leadership. This is an umbrella term that covers a wide range of approaches to leadership, all of which have at their foundation a set of values or principles, or at least an examination of one's values and beliefs.

*Outcomes:*

To assist students in beginning to develop a personally relevant and valuable style of leadership and management that will positively impact them and their organizations in a complex, diverse, and interdependent world

**MGMT 472 Leading Change in Organizations (3 Credit Hours)**

The course focuses on enhancing managers' capabilities in integrating strategic issues with "people" issues, enabling them to effectively implement change initiatives within diverse global environments. Special Note: MGMT 472 is cross-listed with HRER 430.

*Course equivalencies:* X - MGMT472 / HRER430

*Outcomes:*

Students will learn fundamental principles, theories, and generalizations needed for competent approaches to implement organizational change that prioritizes managing the "people" aspects of change, as participants or managerial change agents

**MGMT 472E Organizational Change and Development (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program.

Explores the complexity and dynamics of change in organizations. Topics covered include organization development, managing resistance, and change leadership.

*Course equivalencies:* MGMT 602E/MGMT 472M

**MGMT 474E Strategic Management (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. This course introduces and develops strategic techniques to facilitate an organization's articulation of its mission and goals and its formation, implementation, and evaluation of key strategies. Additional topics include: strategic thinking, competitive advantage, vertical and horizontal integration, and planning horizon.

*Course equivalencies:* MGMT 604E/MGMT474E

**MGMT 475 Cross-Cultural Dimensions of International Management & Marketing (3 Credit Hours)**

This course examines cross-cultural management and marketing topics both within the business organization and across the global marketplace. Special note: MGMT 475 is cross-listed with MARK 475.

*Course equivalencies:* X-MARK475/MGMT475

*Outcomes:*

Students learn how differences in national and ethnic cultures affect the behavior of employees working in organizations, managers making business decisions and consumers making product choices

**MGMT 477 Family Business (3 Credit Hours)**

This course examines the family, ownership and management challenges involved in operating a family business, including governance and leadership succession.

*Outcomes:*

Students will be able to analyze the stumbling blocks to family business succession, compare differences between family and non-family owned firms and understand the impact of systems of family ownership and management on a firm's stakeholders and advisors

**MGMT 479 Independent Study in Management (3 Credit Hours)**

Student will conduct in-depth research or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of management not otherwise covered by department course offerings.

*Outcomes:*

Students will be able to demonstrate in-depth understanding of a specialized area or topic in management

**MGMT 480 Recognizing Entrepreneurial Opportunities (3 Credit Hours)**

This course will focus on the very early stages of the entrepreneurial process. We will discuss how new opportunities are discovered and how societal value is created throughout this process. In its approach, the course will be based on classic theoretical readings, the insights of economics, strategic management, organizational studies, psychology and cognitive science.

*Course equivalencies:* X-ENTR 480/MGMT 480

*Outcomes:*

Apply analytical and critical thinking skills to identify untapped entrepreneurial opportunities

**MGMT 481 Entrepreneurship (3 Credit Hours)**

This course enables the students to develop their new venture ideas. We discuss how to cultivate new business ideas, form venture teams, evaluate the opportunities, and design a firm to bring the ideas to life. At the end, each venture team produces a business plan.

*Course equivalencies:* X-ENTR 481/MGMT 481

*Outcomes:*

The students learn how all major functions of a business come together in a new venture; This course will help those who might want to start their own business in the future; It will also help those who will work for existing companies by encouraging them to think more strategically and creatively about business

**MGMT 481E Innovation and the Entrepreneurial Mindset (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program. Introduces the tools necessary for an individual to determine a relevant business concept and prepare to form a business to take that concept to market.

*Course equivalencies:* MGMT 607E/MGMT 481E

**MGMT 482 Entrepreneurial Marketing (3 Credit Hours)**

This course is about the marketing challenges in an entrepreneurial firm. Entrepreneurship is the discovery, enactment and pursuit of new business opportunities. Successful execution of an entrepreneurial idea requires a sound marketing plan. In this course, we will investigate how marketing tools can enable entrepreneurs to realize the full potential of their ideas."

*Course equivalencies:* X-MGMT 482/ENTR 482

**MGMT 483 Strategic Entrepreneurship and Innovation Management (3 Credit Hours)**

This course will focus on the application of strategic management tools to entrepreneurial situations with an emphasis on the early stages of new venture creation. We will discuss how new opportunities are discovered, how inventions are turned into innovations, and how societal value is created throughout this process. At the end of this course, you will be able to: Recognize and discover entrepreneurial opportunities; Manage the creation and appropriation of the value generated by innovations; Apply analytical and critical thinking skills in an uncertain business environment; Apply your learning in a real-life project.

*Course equivalencies:* X-MGMT 483/ENTR 483

**MGMT 485 Social Enterprise (3 Credit Hours)**

Social enterprise seeks to create ventures that provide critical social services in innovative ways using the concepts and methods of business. This course aims to prepare students to engage in social enterprise by focusing on how to create social value by business means; how to start and sustain an entrepreneurial social venture; how to scale social innovation and grow an organization; how to obtain funding and generate earned revenue; how to adopt an appropriate legal governance structure and tax status; and how to measure, document, and communicate social impact.

**MGMT 499 Special Topics in Management (3 Credit Hours)**

*Pre-requisites:* Graduate Business Student

No course description is available

**MGMT 573 Business Strategy (3 Credit Hours)**

This course analyzes the responsibilities of general management in formulating, communicating, and implementing a strategic plan. Whereas corporate strategy (MGMT 574) defines the vertical and horizontal scope of a firm, business strategy (MGMT 573) is concerned with how the firm generates and sustains competitive advantage within a particular industry or product market. Students will develop executive and general management skills through an understanding of how the various functions of an organization operate as a whole. Through case studies, students will also build their skills in conducting strategic analyses in a variety of industries and competitive situations and gain a stronger understanding of the challenges of the business environment.

**MGMT 574 Corporate Strategy (3 Credit Hours)**

This course focuses on the strategic management of multi-business firms. Whereas business strategy or competitive strategy is concerned with how the firm competes within a particular industry or product market, corporate strategy defines the scope of the firm in terms of the industries and markets in which it competes.

**MGMT 602E Organizational Change & Development (1.5 Credit Hours)**

Explores the complexity and dynamics of change in organizations. Topics covered include organization development, managing resistance, and change leadership.

*Course equivalencies:* MGMT 602E/MGMT 472M

**MGMT 605E Conflict Management & Negotiation (1.5 Credit Hours)**

Students participate in hands-on exercises designed to increase their knowledge of conflict resolution and negotiation techniques.

*Course equivalencies:* MGMT 605E/HRER 511E

**MGMT 606E International Immersion (3 Credit Hours)**

Students take an international trip to two countries to gain a better understanding of the opportunities and challenges and opportunities related to international business endeavors.

**MGMT 607E Entrepreneurship (1.5 Credit Hours)**

Introduces the tools necessary for an individual to determine a relevant business concept and prepare a business concept for the marketplace.

*Course equivalencies:* MGMT 607E/MGMT 481E

**MGMT 610E Capstone (1.5 Credit Hours)**

Enrollment limited to students in MBA for Executives program.

This course brings together all of the learning from the program as it concludes. Students prepare and present a complete business plan for the concept they developed in the Entrepreneurship course (MGMT 607E).

*Course equivalencies:* MGMT610E/MGMT430E

## Quinlan Business (QUIN)

**QUIN 401 US Culture & Academic Success Skills for International Students (0 Credit Hours)**

This course is restricted to international students admitted to the Quinlan School of Business Graduate Programs. Verbal and nonverbal communication, active listening, participation in classroom discussions, collaborative group work, presentation skills, reading comprehension strategies, academic writing, understanding and avoiding plagiarism.

*Outcomes:*

International students will be better prepared for achieving success in graduate business studies by adapting to unfamiliar cultural differences in and out of the classroom

**QUIN 403 Fundamentals of Business (3 Credit Hours)**

Only students with undergraduate degrees other than business are eligible to take this course. This course examines essential topics in management, marketing, operations, information systems, accounting and finance. Within each discipline, we examine the key decisions that are made and how those decisions are or should be made. They will understand what decisions are made in each discipline and how those decisions should be made.

*Outcomes:*

By the end of this course, students will be familiar with the key discipline areas in business

**QUIN 499 Special Topics (3 Credit Hours)**

Enrollment is restricted to students in the Quinlan Graduate School of Business. This course offers students the opportunity to gain additional understanding of special business topics not otherwise addressed in the standard graduate business curriculum. The subject and content vary and are offered on an ad hoc basis.

*Outcomes:*

Students will demonstrate an understanding of a specialized topic not otherwise addressed in the standard graduate business curriculum

**QUIN 501 Internship - Curriculum Practical Training (1-3 Credit Hours)**

This is the companion course for any Graduate Business student concurrently engaged in an internship for 1 to 3 hours of elective academic credit. BSAD may be taken for academic credit up to three times for a total of 3 credit hours.

*Outcomes:*

Students will gain first-hand experience with a particular project or area of business operations, will engage in reflection on their contributions to the workplace and the overall internship experience

## Supply Chain Management (SCMG)

**SCMG 480 Intro to Operations Management (3 Credit Hours)**

Introduction to concepts and methods for managing operations in manufacturing and service organizations. Topics typically include forecasting, capacity and aggregate planning, material requirements planning, scheduling, facility layout and location, inventory management, just-in-time, total quality management, project planning, and logistics.

*Course equivalencies:* ISOM480 / MGSC480

*Outcomes:*

Students will understand the basic issues and role of operations management in organizations and learn tools for problem-solving in operations management

**SCMG 480B Operations Management (3 Credit Hours)**

*Pre-requisites:* Restricted to MBA Baumhart Scholars students

This course explores concepts and methods for managing operations, including forecasting, capacity and aggregate planning, sustainable management, material requirements planning, scheduling, project planning, logistics, supply chain transparency, and supplier diversity.

*Outcomes:*

Students will understand the basic issues and role of operations management in organizations and learn tools for problem-solving in operations management

**SCMG 481 Performance Improvement in Business Processes (3 Credit Hours)**

Focuses on process view of the organization and provides students with a formal approach to designing, monitoring and improving business processes. The course provides the tools, methods and practical examples to help managers learn how to think from a process standpoint and how to ensure critical processes are controlled and functioning efficiently and effectively in their organization.

*Course equivalencies:* ISOM481 / MGSC481

*Outcomes:*

Understanding of the quality management concepts, performance improvement frameworks (Six Sigma, ISO, Baldrige), and process improvement practices using a step-by-step problem solving methodology

**SCMG 481E Performance Improvement in Business Processes (1.5 Credit Hours)**

Enrollment is restricted to students in the Executive MBA Program.

Focuses on teaching students how to successfully analyze a business process, research methods for improving a process, and adapt/integrate the improvement methods into the business process in a prioritized and actionable manner. The course accomplishes this through the concepts of benchmarking, best practices, and performance improvement principles.

*Course equivalencies:* OPMG 603E/OPMG 481E

**SCMG 482 Lean Production Concepts and Practices (3 Credit Hours)**

Methods for managing manufacturing and service operations based upon Toyota Production System. Topics include the principles of JIT and lean production, pull production, setup reduction, preventive maintenance, cellular manufacturing, standard operations, visual management, employee empowerment, and supplier partnerships.

*Course equivalencies:* ISOM482 / MGSC482

*Outcomes:*

Understanding of concepts and tools for reducing waste and continuously improving operations based upon Toyota's success-proven approach

**SCMG 483 Management of Service Operations (3 Credit Hours)**

*Pre-requisites:* SCMG/ISSCM 480

This course explores the application of operations management concepts and techniques in service-sector organizations, and, in particular, how services are delivered to the customer.

*Course equivalencies:* OPMG483/CSIS483

*Outcomes:*

Understanding how service management requires unique tools for managing customer expectations while simultaneously delivering services that exceed those expectations

**SCMG 486 Global Logistics (3 Credit Hours)**

*Pre-requisites:* Graduate School of Business student

This course examines how business partners along the supply chain can work together to gain competitive advantage in moving products and services around the world to satisfy customers.

*Outcomes:*

Understanding best practices like vendor-managed inventory and category management, and the application of information technologies for sharing information

**SCMG 486E Global Supply Chain Management (1.5 Credit Hours)**

Explores the current business revolution in global logistics and partnering by members of the supply chain to more effectively provide products and services to customers. Must be part of the Cohort of Executive MBA (EMBA) students to enroll.

**SCMG 487 Purchasing Management (3 Credit Hours)**

*Pre-requisites:* Graduate School of Business students

A study of organizational procurement processes and decision making framework. Topics include in-sourcing/out-sourcing decisions based on total cost of ownership; purchasing cycle and processes; developing material and technical specifications; supplier evaluation, selection and management; supplier quality management; purchasing capital goods and services; global sourcing and e-commerce; and purchasing tools and analytics.

*Outcomes:*

Students will have developed an understanding of fundamental and strategic issues in material planning and procurement, with the ability to source in a global marketplace

**SCMG 488 Inventory Management (3 Credit Hours)**

*Pre-requisites:* Graduate School of Business students

A study of the fundamental principles of effective management of inventory with emphasis on inventory costs, product stratification, performance measures, demand forecasting, periodic and continuous review, safety stock, material requirements planning, customer service and use of technology in inventory management. Issues related to storage and handling of inventory stock are also studied.

*Outcomes:*

Students will have developed an understanding of the issues involved in planning, managing and control of inventories and materials in a supply chain

**SCMG 489 Supply Chain Analytics (3 Credit Hours)**

*Pre-requisites:* Graduate School of Business students

A study of the design, development, and use of decision models for analysis of supply chain problems. This course provides an example-driven approach to learn about important supply chain models, problems, and solution methodologies. The objectives of this course are to develop valuable modeling skills that students can appreciate and use effectively.

*Outcomes:*

Students will have developed an understanding of the issues involved in the use of decision support tools for analysis of supply chain problems

**SCMG 499 Independent Study-Production & Operations Management (3 Credit Hours)**

Independent study is in-depth research or reading, initiated by the student and jointly developed with a faculty member, into a specialized area of operations management not otherwise covered by department course offerings.

**SCMG 589 Supply Chain Management Consulting (3 Credit Hours)**

*Pre-requisites:* SCMG 480 Intro to Operations Mgmt; Graduate School of Business students

This course is the capstone of the Supply Chain Management Portfolio of the Master of Science in Supply Chain Management curriculum. As such, it is designed to integrate course topics covered in the foundation courses and engage students in discussions of critical supply chain leadership topics.

*Outcomes:*

Students will have developed an understanding of how to apply the concepts learned throughout the Supply Chain Management curriculum to a variety of full scale problems

**SCMG 603E Performance Improvement in Business Processes (1.5 Credit Hours)**

Restricted to Executive MBA students. This course focuses on the process view of the organization and provides students with a formal approach to designing, monitoring and improving business processes. The course provides tools, methods and practical examples to help managers learn how to think from a process standpoint and how to ensure critical processes are controlled and function efficiently and effectively.

*Course equivalencies:* OPMG 603E/OPMG 481E

*Outcomes:*

Understanding the quality management concepts, performance improvement frameworks (Six Sigma, ISO, Baldrige), and process improvement practices using a step-by-step problem solving methodology

**SCMG 799 Special Topics in Supply Chain Management (3 Credit Hours)**

Scheduled classes are offered on an ad hoc basis. Specific titles, prerequisites and content will vary.

*Outcomes:*

Students will be able to demonstrate understanding of specialized topics not otherwise covered by department regular course offerings

## Sport Management (SPRT)

**SPRT 532 Sport Law (3 Credit Hours)**

This course examines and analyzes legal issues connected to amateur and professional sport associated with the fundamental concepts of law, sport business structure and legal authority and understanding the process of legal research. Students will comprehend the legal and court system, legal process, and the fundamental concepts of common, statutory, and constitutional law; perform and analyze sport law research; understand the elements of negligence; discuss recent court interpretations; and recommend a risk management standard of practice in the sport industry.