

# School of Business

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## Vision

We aspire to be a business school with an accretive, agile, and analytic culture, known for intellectual and instructional excellence, where students learn and develop, faculty and staff thrive, and alumni and business professionals seek engagement, ideas, and insights.

## Mission

Advance and impart business knowledge and prepare students to be leaders who positively contribute to business and society.

## Accreditation

The University of Kansas School of Business is accredited by the Association to Advance Collegiate Schools of Business International (<http://www.aacsb.edu/>).

Graduation requirements and regulations for every academic program are provided in this catalog; however, this catalog is for informational purposes only and does not constitute a contract. Degree and program requirements and course descriptions are subject to change.

In most cases, you will use the catalog of the year you entered KU (see your advisor (<http://www.advising.ku.edu/>) for details). Other years' catalogs (<https://catalog.ku.edu/archives/>)»

Bachelor of Science in Business in Accounting (<https://catalog.ku.edu/business/bs-accounting/>)

Bachelor of Science in Business in Business Administration (<https://catalog.ku.edu/business/bs-business-administration/>)

Bachelor of Science in Business in Business Analytics (<https://catalog.ku.edu/business/bs-business-analytics/>)

Bachelor of Science in Business in Finance (<https://catalog.ku.edu/business/bs-finance/>)

Bachelor of Science in Business in Information Systems (<https://catalog.ku.edu/business/bs-information-systems/>)

Bachelor of Science in Business in Management and Leadership (<https://catalog.ku.edu/business/bs-management-leadership/>)

Bachelor of Science in Business in Marketing (<https://catalog.ku.edu/business/bs-marketing/>)

Bachelor of Science in Business in Supply Chain Management (<https://catalog.ku.edu/business/bs-supply-chain-management/>)

Bachelor of Business Administration (<https://catalog.ku.edu/business/bachelor-business-administration/>)

Co-Major in International Business (<https://catalog.ku.edu/business/co-major-international-business/>)

Minor in Business (<https://catalog.ku.edu/business/minor/>)

Minor in Business Analytics (<https://catalog.ku.edu/business/minor-business-analytics/>)

Minor in Entrepreneurship (<https://catalog.ku.edu/business/minor-entrepreneurship/>)

Minor in Human Resources Management (<https://catalog.ku.edu/business/minor-human-resources-management/>)

Minor in Information Systems (<https://catalog.ku.edu/business/minor-information-systems/>)

Minor in International Business (<https://catalog.ku.edu/business/minor-international-business/>)

Minor in Management and Leadership (<https://catalog.ku.edu/business/minor-management-leadership/>)

Minor in Marketing (<https://catalog.ku.edu/business/minor-marketing/>)

Minor in Professional Selling (<https://catalog.ku.edu/business/minor-professional-selling/>)

Minor in Supply Chain Management (<https://catalog.ku.edu/business/minor-supply-chain-management/>)

Undergraduate Certificate in Accounting for Strategic Decision-Making (<https://catalog.ku.edu/business/ucrt-accounting-strategic-decision-making/>)

Undergraduate Certificate in Banking (<https://catalog.ku.edu/business/ucrt-banking/>)

Undergraduate Certificate in Entrepreneurship (<https://catalog.ku.edu/business/ucrt-entrepreneurship/>)

Jack Lockton Undergraduate Certificate in Insurance Risk Management (<https://catalog.ku.edu/business/ucrt-jack-lockton-insurance-risk-management/>)

Undergraduate Certificate in Professional Selling (<https://catalog.ku.edu/business/ucrt-professional-selling/>)

Master of Business Administration (<https://catalog.ku.edu/business/mba/>)

Master of Accounting (<https://catalog.ku.edu/business/master-accounting/>)

Master of Science in Business Analytics (<https://catalog.ku.edu/business/ms-business-analytics/>)

Master of Science in Organizational Leadership (<https://catalog.ku.edu/business/ms-business-organizational-leadership/>)

Master of Science in Supply Chain Management and Logistics (<https://catalog.ku.edu/business/ms/>)

Doctor of Philosophy in Business (<https://catalog.ku.edu/business/phd/>)

Graduate Certificate in Entrepreneurship (<https://catalog.ku.edu/business/gcrt-entrepreneurship/>)

## Undergraduate Programs

The baccalaureate programs in the School of Business, and independently the accounting program, are accredited by the Association to Advance Collegiate Schools of Business (<http://www.aacsb.edu/>).

The school offers several Bachelor of Science in Business (B.S.B.) degrees on the Lawrence campus, with major degrees in Accounting (<https://catalog.ku.edu/business/bs-accounting/>), Business Administration (<https://catalog.ku.edu/business/bs-business-administration/>), Business Analytics (<https://catalog.ku.edu/business/bs-business-analytics/>), Finance (<https://catalog.ku.edu/business/bs-finance/>), Information Systems (<https://catalog.ku.edu/business/bs-information-systems/>), Management and Leadership (<https://catalog.ku.edu/business/bs-management-leadership/>), Marketing (<https://catalog.ku.edu/business/bs-marketing/>), and Supply Chain Management (<https://catalog.ku.edu/business/bs-supply-chain-management/>). B.S.B. students may also complement their degree with a co-major in International Business and various minors and certificate programs. Business minors may be earned in Business Analytics, Entrepreneurship, Information Systems, International Business, Human Resources, Supply Chain Management, Marketing, and Management & Leadership. Certificate programs in Entrepreneurship, Professional Selling, Banking, and Insurance & Risk Management may also complement a B.S.B. student's major program of study.

The undergraduate B.S.B. curriculum develops a foundation for lifelong education and growth. The strength of the program is based not only on the quality of the professional course offerings but also on the offerings of other KU divisions, particularly in the social sciences, natural sciences, and humanities. Students acquire a foundation education in business and management with emphasis on analytical skills and obtain a liberal arts and sciences education from their work outside the school. Students are also required to complete a six-course sequence in professionalism to prepare them for their careers as business leaders.

The school also offers the Bachelor of Business Administration (<https://catalog.ku.edu/business/bachelor-business-administration/>) as a flexible degree program offered exclusively online as a Jayhawk Global program.

Students apply for admission to the B.B.A. program after completing 60 hours of coursework including pre-admission requirements at two-year institutions or four-year institutions – including KU.

A Minor in Business (<https://catalog.ku.edu/business/minor/>) offers required and elective coursework for students majoring in non-business disciplines. Non-business students may also pursue minors in Entrepreneurship and International Business. Non-business students may also pursue certificates in Entrepreneurship, Professional Selling, and Insurance and Risk Management.

## Resources and Opportunities

### Faculty

The school's faculty consists of professors drawn from first-rank universities throughout the nation. The faculty enjoys a national reputation for research productivity and teaching success.

### Study Abroad

The school encourages students to incorporate study abroad into their programs. Student and Academic Services can help students plan

their studies to meet KU requirements while they are abroad. The school collaborates with students and the KU Office of Study Abroad to select programs and courses appropriate to their interests and majors. Contact the Office of Study Abroad (<http://www.studyabroad.ku.edu/>), 108 Lippincott Hall, 785-864-3742.

## Job Shadowing

One on One, Jayhawks on the Job, allows business students to shadow a business professional during the course of a workday. The program offers students a daylong experience that enhances their understanding of a particular field and the business world, allows an opportunity for students to learn more about themselves and refine their career goals, and provides an opportunity for students to network with business professionals.

## EY Business Professional Development Program

### Internship Program

Internships offer students the opportunity to build on, apply, and assess the concepts that are developed through the curriculum and to further professional growth through meaningful real-world job experiences. The internship experience provides many benefits, from enhancing your knowledge of an industry or business field to increasing confidence in yourself and your abilities. Internships offer an opportunity to improve your professional skills, familiarize yourself with the business environment, network with business professionals, and refine your personal and career goals and aspirations. Internships are strongly recommended as a way to satisfy co-curricular and extra-curricular requirements for the

## Library Resources

The Anschutz Library offers a closed reserve service and reference services including a small print collection. The large collection in Watson Library offers additional reference and research materials. The business/economics bibliographer in the reference department can help business students use the library system. Spencer Research Library has an excellent collection on the history of economic thought and a special collection of business papers and records.

## Computer Resources

### Open Computing Resources

Open computer resources are located in 1057 Capitol Federal Hall and the McCarthy Finance Lab in 2035 Capitol Federal Hall. The computers are available to business undergraduate and graduate students for classroom assignments and individual research projects.

## Graduate Programs

Four graduate degree programs are offered:

- Master of Business Administration (<https://catalog.ku.edu/business/mba/>).
- Master of Science (<https://catalog.ku.edu/business/ms/>).
- Master of Accounting (<https://catalog.ku.edu/business/master-accounting/>).
- Doctor of Philosophy (<https://catalog.ku.edu/business/phd/>).

Four degree programs are offered jointly with other departments:

- Combined MBA/J.D. with the School of Law.
- MBA/Pharm.D. in Pharmacy.
- MBA with a graduate certificate in petroleum management with the School of Engineering.

General admission requirements and the content of each of these programs are discussed on their pages of the online catalog.

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## The Horejsi Family Teaching Lab

Equipped with 30 PCs, the Horejsi Family Teaching Lab located in 3047 Capitol Federal Hall is intended for teaching classes that make heavy use of computers.

## Faculty

The school's faculty consists of professors drawn from first-rank universities throughout the nation. The faculty enjoys a national reputation for research productivity and teaching success.

## Undergraduate Advising

Academic advisors from Jayhawk Academic Advising are available in the Student and Academic Services (<https://business.ku.edu/services/student-and-academic-services/>) office, 1160 Capitol Federal Hall, to help students meet their academic goals. These advisors are experienced in the business curriculum and the many options available to business students. Advisors help students choose classes and make efficient progress towards graduation. Students should take primary responsibility for their academic careers by consulting advisors, becoming familiar with the undergraduate curriculum and graduation requirements, and complying with all guidelines. It is recommended that students meet with an advisor every semester and especially at key milestones such as in preparation for a study abroad experience, deciding whether to add a minor or certificate to a program of study, and in advance of the final semester before intended graduation. For information, see the school's website (<https://business.ku.edu/>).

## Graduate Advising

The MBA office in Capitol Federal Hall coordinates advising for MBA and M.S. students. The MAcc office coordinates advising for MAcc students, and the doctoral office coordinates advising for Ph.D. students. Staff members advise students about program requirements, course prerequisites, and program planning. Students based at the KU Edwards Campus typically receive advising sessions over the phone and by email. Advising sessions are optional.

## Undergraduate Scholarships and Financial Aid

The school awards scholarships to current business students annually.

To be considered for need-based scholarships, file the Free Application for Federal Student Aid (<https://studentaid.gov/h/apply-for-aid/fafsa/>) (FAFSA) by March 1. A few scholarships are available for incoming first-year students. High school students interested in majoring in business should contact Financial Aid and Scholarships (<http://financialaid.ku.edu/>), KU Visitor Center, 1502 Iowa St., Lawrence, KS 66045, 785-864-4700, for information about federal and state funded financial aid programs.

Additional scholarships are available for students who plan to study abroad. Study abroad scholarship application procedures are typically announced each semester and have application due dates in late September for winter and spring study abroad and in March for summer and fall study abroad.

## Graduate Fellowships and Assistantships

For information about graduate assistantships, contact the School of Business (<https://business.ku.edu/>).

Visit the Graduate Studies website for information about funding opportunities (<http://graduate.ku.edu/funding/>) for graduate students at KU.

Financial Aid and Scholarships (<http://financialaid.ku.edu/>) administers grants, loans, and need-based financial aid.

## Undergraduate University Regulations

For information about university regulations, see Regulations (<https://catalog.ku.edu/regulations/>) or visit the University of Kansas Policy Library (<http://policy.ku.edu/>).

## Double-Counting of Coursework to Undergraduate B.S.B. Degree Programs

Undergraduate students pursuing a B.S.B. degree program may count no more than six (6) hours of course credit in one major toward a second B.S.B. major, co-major, or minor program.

## Business Honor Code

Students taking any business course must sign a pledge of academic honesty at the end of all examinations. Upon application to the school, each student must electronically sign an honor code form, available from the School of Business (<https://business.ku.edu/services/student-academic-services/honor-code/>).

## Change of School

Students not admitted to an undergraduate program in business must satisfy admission requirements and submit a change of school form. Applications are due **February 15** for fall admission and **September 15** for spring admission.

## Credit/No Credit

A Credit/No Credit option is available to all degree-seeking undergraduates. For more information, visit the KU Policy Library (<http://policy.ku.edu/>).

However, undergraduate students may **not** elect to take required business courses, including microeconomics and macroeconomics, as Credit/No Credit.

**Warning:** Certain undesirable consequences may result from exercising the option. Some schools, scholarship committees, and honorary societies do not accept this grading system and convert grades of No Credit to F when computing grade-point averages.

## Graduation with Distinction and Highest Distinction

Undergraduates whose KU professional grade-point averages rank in the upper 10 percent of their graduating class graduate with distinction. The upper 3 percent of those awarded distinction graduate with highest distinction.

## Honor Roll

Undergraduates with grade-point averages of 3.5 who have completed at least 12 hours with letter grades are recognized on the honor roll or dean's list in the fall and spring semesters. An honor roll notation appears on the transcript.

## Maximum and Minimum Semester Enrollment

No student may enroll for more than 20 hours a semester, or more than 9 hours in a summer session without permission from an undergraduate advisor.

## Nonresidence Study Before the Last 30 Hours

Before the last 30 hours required for the degree, students may, under certain conditions, take courses at other institutions and transfer the credit to KU. Before enrolling in a nonresidence course, check on how your courses will transfer to KU (<http://credittransfer.ku.edu/>) or complete KU's standard form, Request for Tentative Evaluation of Transfer Credit, in your dean's office or in College Student Academic Services for students in the College. After completing the course work, you must request that an official transcript be sent to the Office of Admissions (<http://admissions.ku.edu/>), KU Visitor Center, 1502 Iowa St., Lawrence, KS 66044-7576, 785-864-3911. For transcripts to be official, they must be mailed from the college or university directly to KU. Faxed transcripts are not accepted for posting of transfer credit.

Nonresidence credit includes all credits from another college or university taken after initial enrollment at KU, military service courses, and other undergraduate course work not formally offered in the Schedule of Classes (<http://classes.ku.edu/>).

Majors must submit the Request for Tentative Evaluation of Transfer Credit form before they enroll.

## Prerequisites and Corequisites

The student is responsible for checking course prerequisites before enrollment. Course rosters are checked before the start of each semester and again after the last day to add classes online. Students who are enrolled in a course without its prerequisites are administratively dropped without notice during the first four weeks of the semester.

## Probation

### Placed on Probation

An undergraduate student whose cumulative grade-point average is lower than 2.5 in overall, professional, and major-specific coursework -- overall and/or KU-specific coursework -- is placed on probation for the following semester.

### Continued on Probation

A student on probation is continued on probation for one more semester if the KU semester grade-point average is at least 2.5, but the cumulative grade-point average, either overall or at KU (in all courses or professional courses), is lower than 2.5.

### Returned to Good Standing

A student on probation is returned to good standing if the cumulative grade-point average, both overall and at KU (in all courses and professional courses), is at least 2.5.

### Dismissed

A student on probation may be dismissed for failure to earn a KU grade-point average of at least 2.5 (in all courses and professional courses) in the next semester of enrollment, or if after two consecutive semesters on probation, the cumulative grade-point average, either overall or at KU (in all courses and professional courses), is not at least 2.2. Students are

readmitted through the competitive admission process. Those students are dropped from all courses for the next semester and must complete a Change of School form.

## Required Work in Residence

No baccalaureate degree is granted to a student who has not completed at least 30 semester credit hours of residence courses at KU. No exceptions are granted.

## Transfer of Credit

CredTran (<http://credittransfer.ku.edu/>) is a transfer course equivalency system that lists more than 2,200 colleges and universities from which KU has accepted transfer courses in the past. If your school or course is not listed, your evaluation will be completed when you are admitted to KU.

Courses completed at other institutions are accepted to fulfill graduation requirements (e.g., in place of specifically prescribed courses), only if they are substantially equivalent as indicated by course description, hours of credit, and prerequisites. For professional courses not listed on CredTran (<http://credittransfer.ku.edu/>), the student must submit a petition along with a course syllabus to the School of Business. Petition forms are available on the School of Business website at this location (<https://business.ku.edu/student-and-academic-services/requests-petitions-transfer-credit-substitutions/>).

Only transfer grades of C- or higher apply toward graduation from the School of Business at KU.

## Graduate University Regulations

For information about university regulations, see Regulations (<https://catalog.ku.edu/regulations/>) or visit the University of Kansas Policy Library (<http://policy.ku.edu/>).

## Business Career Services

Business Career Services (<https://business.ku.edu/business-career-services/>) (BCS) provides a variety of resources including recruiting (on-campus interviews) for full-time and internship positions facilitated through KU Career Connections/Symlicity, an online job and internship database; individual career advising; and a variety of workshops and events— to name a few.

Other BCS services include

- Individual career advising with trained counselors
- Business career fair
- Résumé review
- Mock interviews and interview preparation assistance
- Workshops on various career-related topics
- Online resource libraries
- Salary information
- Mobile app, KU Business Career Plus

The faculty and career services staff are committed to providing a strong student-oriented program to help students develop career objectives and target job opportunities. The BCS cannot guarantee jobs, but it will make every effort to bring together the job-seeking candidate and potential employers in accordance with their needs, abilities, and interests. Business graduates have been successful in finding employment in their

areas of interest. Positions have been available nationwide, regardless of academic area or business degree.

Students are encouraged to register with the BCS as early as possible. An early start can mean wider access to potential employment opportunities. Registrants' may include one or more résumés in a web-based database, allowing access by the BCS and employers. This allows the BCS to perform résumé referrals quickly and companies to conduct their own résumé searches. Students can update their résumés at any time from any Internet-linked computer or affiliated app.

Post-graduation plans for graduates are collected and analyzed annually. Information on the number of degrees granted, percentage of graduates employed, and average starting salaries can be found on the School of Business website (<https://business.ku.edu/>).

Contact Business Career Services for more information at 785-864-5591, [kubuscareer@ku.edu](mailto:kubuscareer@ku.edu).

## Business Courses

### **ACCT 200. Fundamentals of Financial Accounting. 4 Credits. GE12 SWT MTS**

Accounting 200 is an introduction to the concepts of business and the measurement systems used to control and evaluate business activities. This course is designed to be of interest to all students regardless of discipline.

### **ACCT 201. Managerial Accounting I. 3 Credits. SWT**

A continuation of Financial Accounting I. A study of concepts of materials, labor, and overhead control; budget administration; cost accounting systems including standard costing; full costing and direct costing; income determination; differential costing; break-even analysis; accounting statement analysis; and use of return on investment as a basis for management decisions. Prerequisite: ACCT 200.

### **ACCT 205. Survey of Accounting. 3 Credits.**

This course is an introduction to accounting. The overarching objective of the course is to prepare students for careers in any business by providing them with a solid foundation in financial accounting and reporting without overloading them with the mechanics and procedures more appropriate for future accountants. The focus of the course is 3-statement model -- that is, using the income statement, balance sheet and cash flow statement simultaneously both to provide clearer insights into a business and to make more informed decisions. With a strong emphasis on the interpretation of real-world financial statements, the course teaches students how to read, analyze, and interpret financial accounting data. (Not open to students with credit in ACCT 200.) Prerequisite: Goal 1, Outcome 2 and Goal 2, Outcome 1.

### **ACCT 230. Introduction to the Accounting Profession. 1 Credits.**

This course is designed to introduce students to the accounting profession and learn about the following topics: the Accounting program at the KU School of Business; job search strategies and preparation; developing networking skills; experiential learning opportunities such as internships, job shadowing, study abroad programs, and TA positions; the CPA exam and other professional certifications and organizations; career opportunities with an accounting degree, including how an accounting degree can help in careers outside of accounting; and the role of accounting in business, including the role of ethics and professionalism in accounting. Check with your Major to see which 230 course it recommends (ACCT 230, BSAN 230, BUS 230, FIN 230, IST 230, MKTG 230 or SCM 230) and when it encourages you to take it. Not open to students with credit in ACCT 303. Prerequisite: ACCT 200.

### **ACCT 300. Special Topics in Accounting: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of accounting topics not covered by established courses. Prerequisite: Determined for each topic by the instructor. Enrollment restricted.

### **ACCT 302. Accounting Scholars I. 1 Credits.**

This course is designed to expand student awareness of highly desirable opportunities in the accounting profession, to engage with alumni and connect students with mentors in those areas of the profession, and to provide advanced experiential opportunities for accounting majors. Prerequisite: Enrollment restricted.

### **ACCT 303. Introduction to the Accounting Profession. 1 Credits.**

This course will focus on Accounting as a profession. Prospective and current accounting students will be exposed to a variety of topics. These include, but are not limited to, career options in Accounting, the CPA exam, ethics in the profession, current issues in Accounting, professional standards, the Accounting major, and the five-year Accounting program. Prerequisite: ACCT 200 or coenrollment in ACCT 200.

### **ACCT 304. Accounting Scholars II. 1 Credits.**

This course is designed to help students develop advanced job search and networking skills in order to obtain highly desirable opportunities in the accounting profession and to provide advanced experiential opportunities for accounting majors. Prerequisite: Enrollment restricted.

### **ACCT 311. Information Systems for Accountants. 3 Credits.**

This course provides an overview of how to understand, analyze, and control computerized information systems, and is designed to provide the student will be tomorrow's successful and complete manager, consultant, accountant, and/or auditor. The topics covered in this course will include computer technology, internal control in a computer environment, computer auditing, systems analysis and design, database systems, networking, electronic commerce, and specific systems applications. Hands on experience will be obtained through projects and various software packages. This course will count as an advanced business elective. Not open to students with credit in BBA 407. Prerequisite: ACCT 201 and IST 202 or IST 301. Enrollment restricted.

### **ACCT 313. Financial Analysis and Analytics. 3 Credits.**

This course is a unique study of how stakeholders use accounting, financial and non-financial information, analytics, and visualizations in evaluating businesses and making informed decisions. Prerequisite: ACCT 201.

### **ACCT 320. Intermediate Accounting I. 3 Credits.**

A study of generally accepted accounting principles (GAAP) underlying the preparation and interpretation of general-purpose financial statements with emphasis on the principles of revenue recognition, matching revenues and related costs, and the determination of proper balance sheet valuations of assets and liabilities. The asset side of the balance sheet is the primary emphasis though the entire financial statements are used in examples throughout the course. Prerequisite: ACCT 201.

### **ACCT 321. Intermediate Accounting for Finance. 3 Credits.**

An intermediate accounting course with emphasis on interpretation of general-purpose financial statements and the related disclosure notes. Includes understanding interrelationships among the various financial statements and analyzing the effects of transactions on the financial statements. Common and significant accounts/transactions will be analyzed, especially those relating to the financing and equity sections of the financial statements. Not open to students with credit in ACCT 320 or ACCT 323 or ACCT 410 or ACCT 411. Prerequisite: FIN 310 or FIN 311. Enrollment restricted.

### **ACCT 323. Intermediate Accounting I, Honors. 3 Credits.**

Interpretation and application of financial accounting standards, with an emphasis on U.S. Generally Accepted Accounting Principles (GAAP) and ancillary treatment of International Financial Reporting Standards (IFRS). General coverage of all financial statements, with specific attention placed upon the balance sheet. A primary focus of the course is on the comprehension of foundational principles, concepts, and theories underlying financial reporting. Only open to students admitted to the University Honors Program, the School of Business Honors Program, or by consent of the instructor. Prerequisite: ACCT 201.

**ACCT 325. Managerial Accounting II. 3 Credits.**

An analysis of cost systems and their application in the determination, analysis and control of manufacturing and distribution costs. Emphasis is on managerial planning and control. Prerequisite: ACCT 201. Enrollment restricted.

**ACCT 330. Introduction to Taxation. 3 Credits.**

An introduction to the role of taxes in society with emphasis on both individual and business taxation. By the end of this course students should be able to: recognize common tax issues from presented facts; apply basic tax rules and regulations to compute taxable income and tax liability for individuals and entities; incorporate tax costs and tax savings into calculations of the net present value of cash flows; recognize tax planning opportunities or problems inherent in common investment and business transactions and how they apply to individual and business taxpayers; identify tax policy issues suggested by or underlying particular provisions of the tax law. Prerequisite: Corequisite: ACCT 320 or ACCT 323 or ACCT 321.

**ACCT 400. Special Topics in Accounting: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of accounting topics not covered by established courses. Prerequisite: Determined for each topic by the instructor. Enrollment restricted.

**ACCT 410. Intermediate Accounting II. 3 Credits.**

A continuation of the study of generally accepted accounting principles (GAAP) underlying the preparation and interpretation of general-purpose financial statements. The focus of this course is on the liability and equity sections of the balance sheet, including such topics as loans, bonds, leases, pensions, accounting for income taxes, equity transactions, employee stock options, earnings per share, and cash flows. Application of many of the authoritative accounting pronouncements is illustrated. Prerequisite: ACCT 320 or equivalent. Enrollment restricted.

**ACCT 411. Intermediate Accounting II, Honors. 3 Credits.**

Honors treatment of this course is a continuation of the study of generally accepted accounting principles (GAAP) underlying the preparation and interpretation of general-purpose financial statements. The focus of this course is on the liability and equity sections of the balance sheet, including such topics as loans, bonds, leases, pensions, accounting for income taxes, equity transactions, employee stock options, earnings per share, and cash flows. Application of many of the authoritative accounting pronouncements is illustrated. Prerequisite: ACCT 320 or ACCT 323. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor.

**ACCT 425. Accounting Information Systems. 3 Credits.**

This course provides an overview of how accounting and business professionals use information systems to support business processes and produce information, such as financial statements, that can be analyzed and used to make decisions. Topics covered in this course include, but are not limited to, computer technology; business transaction processing; threats and controls in a computerized accounting system; database design and controls; tools used by accountants for automation and analytics; and an accountant's role in designing, developing,

implementing, and maintaining an information system. Hands on experience will be obtained through projects that require the use of various software packages. Not open to students with credit in ACCT 311 or BBA 407. Prerequisite: Corequisite: ACCT 320 or equivalent and IST 310. Enrollment restricted.

**ACCT 500. Special Topics in Accounting: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of accounting topics not covered by established courses. Prerequisite: Determined for each topic by the instructor. Enrollment restricted.

**ACCT 513. Decision-Making for the Boardroom. 3 Credits.**

This course introduces the fundamental principles, theories, and practices involved in decision-making in the boardroom. Designed for students aspiring to understand the dynamics of high-level decision-making, this course offers an overview of the critical factors influencing boardroom decisions. Throughout this course, students will explore the complexities of decision-making within the boardroom, emphasizing the interdisciplinary nature of this essential skill. The curriculum integrates theoretical concepts with practical case studies and real-world examples, enabling students to grasp the challenges and nuances of decision-making faced by board members. Prerequisite: ACCT 320/ACCT 323.

**ACCT 515. Strategic Communication for Accountants. 3 Credits.**

In this course students will learn how to navigate the communication barriers within diverse workforces while improving their professional communications skills in accounting. Topics covered include, but are not limited to, audience awareness, communication styles, communication approaches for different styles and cultures, enhancing listening skills, inclusive communication, client interactions, appropriate communication channels, communicating organizational efforts utilized to promote diversity, receiving feedback, and presentation skills. Students are expected to develop their communication skills, critical thinking skills, and analyze how their current perspectives and opinions impact how they convey information to diverse audiences.

**ACCT 525. Specialized Accounting Practices. 3 Credits.**

This course is an extension of the study of financial accounting practices to include specialized industries that have particular or varied forms of GAAP applications and reporting not typically covered in other financial accounting courses. Topics include a range of specialized industries, with a focus on the accounting and reporting models of not-for-profit organizations and state and local governments. Prerequisite: ACCT 320 or ACCT 323 or equivalent.

**ACCT 540. Tax Strategy. 3 Credits.**

This course provides a review of business and individual tax strategy as it applies to business transactions, choice of entity, accounting methods, investment taxation, mergers and acquisitions, property, and credits. In addition to individual planning basics, closely and family held business including basic estate planning concepts will be covered. The course will also review planning as it relates to multijurisdictional activities. Prerequisite: ACCT 330 or ACCT 331.

**ACCT 543. Introduction to Auditing. 3 Credits.**

The fundamental concepts of audit risk, evidence accumulation and materiality are applied to financial statement audits using established accounting principles as the criterion for evaluating fair presentation. Audit objectives and procedures are studied in relation to the opinion which the auditor expresses on clients' financial statements. Financial statement audits are compared with other types of engagements performed by public accountants, and with other types of audits, such as compliance and operational audits. Prerequisite: ACCT 311 or ACCT 425 and ACCT 410 or ACCT 411. Enrollment restricted.

**ACCT 545. Advanced Taxation. 3 Credits.**

This is an advanced taxation course that focuses on the taxation of corporations, partnerships, and S corporations and provides an introduction to accounting for income taxes under ASC 740. This class is intended for all students interested in taxation and those planning to take the Certified Public Accounting exam. Prerequisite: ACCT 330 or equivalent. Enrollment restricted.

**ACCT 599. Internship in Accounting. 1-3 Credits.**

Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Accounting internships allow students to explore career pathways in accounting, further their professional growth, expand professional networks, and increase the relevancy of their academic course work. This course is designed to complement a student's internship through a series of reflective online assignments. In addition to these assignments, students will participate in a LinkedIn discussion group. Internships for credit must be approved by the Director of the Internship Program prior to the internship experience. Students may not receive more than three hours of internship credit from ACCT 599. Prerequisite: Approval of the internship; two of the following: FIN 310 or FIN 311, MGMT 310 or MGMT 311, MKTG 310 or MKTG 311, SCM 310 or SCM 311. Enrollment restricted.

**ACCT 701. Financial Accounting. 3 Credits.**

Financial accounting provides information to decision-makers external to the business, such as investors and lenders. The course describes the process through which economic information is captured, validated, and distributed externally in the form of financial statements. It also covers the contents of the major financial statements, focusing on how the various accounts are defined and measured and how the information can be used by external decision-makers. Enrollment restricted.

**ACCT 706. Accounting. 3 Credits.**

This course introduces students to the creation and application of financial accounting information and financial statements for decision making by corporate stakeholders, and to the use of internal accounting information for decision making by firm management. Enrollment restricted.

**ACCT 721. Advanced Accounting. 3 Credits.**

A series of topics related mainly to financial accounting for corporations. Includes accounting for acquisitions and consolidations, asset impairments and derivative instruments. Also includes accounting for partnership equity. Prerequisite: ACCT 410 or equivalent. Enrollment restricted. Admission to the MAcc program.

**ACCT 724. Accounting Theory. 3 Credits.**

The goal of this course is to foster an understanding of the importance of accounting in capital markets and an intuitive approach to accounting problem-solving while simultaneously preparing students for professional certification. This course has two main components. First, students develop a conceptual and practical understanding of theories related to asymmetric information, information signaling, and the decision usefulness of accounting information. Second, students establish and extend their competence across a variety of complex financial accounting topics. Prerequisite: ACCT 410 or ACCT 411 and Admission to the MAcc program. Enrollment restricted.

**ACCT 726. Advanced Managerial Accounting - Information for Business Decisions. 3 Credits.**

Through judicious use of quantitative methods including statistical decision theory, this course provides a conceptual analysis of several prominent managerial accounting topics. This course is intended to assist both public accountants and management accountants to understand management decision-making processes and information requirements

thereof. Prerequisite: Admission to the MAcc program. Enrollment restricted.

**ACCT 727. Accounting and Professional Ethics. 3 Credits.**

It may be easy to determine the most ethical choice in a professional setting. However, standing up for our values and "taking action" is often the hardest part. Knowing what to say and how to say it can give us courage to stand up for those values. As with any skill, practice builds muscle-memory. Therefore, this course will focus on identifying values and the factors that encourage ethical decision-making within the accounting profession, determining how to communicate those values, and most importantly, practicing the communication of those values. This course will explore the ethical principles and rules contained within the AICPA's Code of Professional Conduct and other ethical rules specific to the accounting profession. Prerequisite: Admission to the MAcc program. Enrollment restricted.

**ACCT 728. Business Valuation and Financial Analysis. 3 Credits.**

The objective of this course is to provide a framework for students to use accounting and other financial information to evaluate businesses and make informed decisions. The framework will include strategic analysis, accounting analysis, financial analysis, forecasting and valuation. Prerequisite: Admission to the MAcc program. Enrollment restricted.

**ACCT 729. Corporate Finance for Accountants. 3 Credits.**

This course is a unique study of how corporate finance and corporate financial policies drive financial statements. In addition to the traditional introductory finance topics, this course will cover more specialized corporate finance topics, such as mergers and acquisitions, bankruptcies, risk management, multinational finance and business sustainability and reporting. Finally, this course provides students with critical thinking skills to recognize the impact of corporate finance and corporate financial policies on financial statements. This course is not open to students with an undergraduate degree in Finance. Prerequisite: Admission to the MAcc program. FIN 310 or equivalent. Enrollment restricted.

**ACCT 731. Tax Practice, Procedure, and Research. 3 Credits.**

This course is designed to develop an understanding of ethical guidance in the tax practice, focusing on the constitutional and legislative sources of tax law, administrative regulations, rulings, and judicial interpretations. Additional topics include working with the IRS, tax practice and administration, and tax planning basics. Students will learn how to complete tax research and communication of tax issues by using an online tax research service and by drafting various types of tax related communications. Prerequisite: Corequisite of ACCT 732 and admission to the MAcc program.

**ACCT 732. Advanced Taxation of Business Entities. 3 Credits.**

This course focuses on the taxation of corporations, pass-through entities, and their investors/owners. Topics include taxable income calculation and separately stated items, entity formation, distributions, redemptions/withdrawals, and liquidations. Owner related issues including basis, character of income, capital gain/loss, loss limitations, and income/loss allocation to pass-through owners are covered as well as a review of carryforwards and tax attributes. Prerequisite: Admission to MAcc program.

**ACCT 734. Multijurisdictional Tax and Planning. 3 Credits.**

This course provides an exploration of the taxation of business entities by multiple taxing jurisdictions (interstate and international). The course will cover key state taxation issues including nexus, allocation, tax base and apportionment. It will also explore constitutionality, significant judicial decisions, state income tax planning and indirect taxes. The course will also provide an overview of cross-border and international tax issues emphasizing "outbound" investments and activities of U.S. taxpayers.

Cross border planning and anti-deferral provisions will also be covered. Prerequisite: ACCT 732 and admission to the MAcc program.

**ACCT 735. Income Tax Accounting and Compliance. 3 Credits.**

This course focuses on the objectives, principles, and scope of ASC 740. The basic tax provision calculation will be discussed, including current and deferred tax expense/benefit, permanent and temporary book vs. tax differences, mechanics of deferred tax accounting, provision to return reconciliations, income tax footnote disclosures, effective income tax rate reconciliation, valuation allowances, income tax payable reconciliations, equity compensation, business combinations, and uncertainty in income tax positions (FIN 48). Affiliated group and consolidated return rules will also be reviewed. A multi-year income tax provision case study and preparation of a corporate income tax return will be an integral part of the course. Prerequisite: ACCT 732 and admission to the MAcc program.

**ACCT 736. Advanced Taxation of Business Entities II. 3 Credits.**

This is an advanced taxation course that expands on the topics studied in ACCT 545: Advanced Taxation of Business Entities I. Topics include the taxation of corporations and pass-through entities and their investors regarding entity formation, distributions, redemptions/withdrawals, and liquidations. The course also addresses treatment of the investors, such as the calculation of ownership basis, applicable loss limitations, and allocation of income to pass-through owners. Additionally, transactions between entity and investor are examined, as appropriate. Prerequisite: ACCT 545 and admission to the MAcc program.

**ACCT 740. Fraud Examination and Forensic Accounting - Application. 3 Credits.**

This course applies generally accepted fraud examination and forensic accounting methods and processes to investigate financial statement frauds. Students will learn to assess evidence, create hypotheses and develop an argument based on the best persuasive evidence. The course will incorporate actual financial statement frauds, such as WorldCom, and other fraud schemes. The course will also cover topics such as document analysis, witness behavior and interviews, managing chain of custody evidence and obtaining targeted information from IT professionals. Additionally, since fraud examinations and forensic accounting investigations often end up in a court of law, students will learn about litigation projects, specifically, the basics of damages and expert witness testimony. Prerequisite: Enrollment restricted. Admission to the MAcc program.

**ACCT 741. Fraud Examination and Forensic Accounting - Theory. 3 Credits.**

Explores various academic approaches to fraud to include factors learned from other disciplines such as sociology and psychology. Students will review the vast body of knowledge gained by practitioners throughout the world and will attempt to apply these factors to the prevention of financial statement and occupational (employee) fraud. Some of the topics covered include: skimming transactions, identity fraud, computer schemes, money laundering, bribery and kickbacks, and corporate espionage. Prerequisite: Enrollment restricted. Admission to the MAcc program.

**ACCT 742. Advanced Auditing. 3 Credits.**

Current auditing philosophy, standards, techniques, and professional judgment are extensively investigated and related to auditing activities. Special emphasis is given to the design of audit programs in relation to the client's system of internal control and the effect of such factors as relative risk and materiality. Other topics include auditors' legal liability, professional ethics, the impact of electronic data processing and statistical techniques, and the preparation of auditors' reports and qualifications therein. Prerequisite: ACCT 543 or equivalent. Enrollment restricted. Admission to the MAcc program.

**ACCT 743. Accounting Information System Risks and Controls. 3 Credits.**

Students learn how to perform the risk assessments that auditors use to plan a top-down, risk-based assurance engagement. Using auditing standards and internal control frameworks as a guide, students learn how auditors (a) evaluate market conditions, industry practices, and client business activities to assess the risk of financial misstatement, (b) search potential misstatements by analyzing patterns of fluctuations in related financial statement accounts, and (c) assess the effectiveness of internal controls that protect technology-driven financial reporting processes from errors and irregularities. Prerequisite: ACCT 543 or equivalent. Enrollment restricted. Admission to the MAcc program.

**ACCT 746. Accounting Technology and Analytics. 3 Credits.**

This course will prepare students to think critically about how to leverage accounting data to make decisions mainly in the financial accounting and auditing contexts. Students will develop an analytics mindset through hands-on assignments and projects. These assignments involve manipulating and transforming raw data into workable data sets, using data visualization and other tools to analyze these data sets for decision-making purposes, and communicating the results of the analyses. The course also exposes students to practitioner and academic perspectives on analytics through a combination of readings, class discussions, and practitioner presentations. Students will learn to use software applications, technologies, and platforms commonly adopted in practice. Prerequisite: Admission to the MAcc program. ACCT 543. Enrollment restricted.

**ACCT 749. Internal Auditing. 3 Credits.**

This course is designed to improve and enhance your knowledge of internal auditing, information systems auditing, and written and oral communications skills. The course will discuss the role of the Internal Auditor and their relationship with Board of Directors & Audit Committee members; CEO's; Members of Senior Management; Division and/or Operations Managers; External Auditors; Stakeholders and the General Public. Students will develop intellectual curiosity, the ability to spot the unusual, and the tenacity to discover the cause. To have the willingness to scrutinize details, without losing sight of the big picture; understand financial deception in order to detect it and to develop deterrence measures; understand evidence-gathering and investigative procedures; accept that everything you do will be challenged; develop the confidence to handle the challenge and respond; begin the development of your "Professional Skepticism;" apply your computer skills; produce exceptional quality written reports; enhance your verbal presentation skills and refine your time management technique. Prerequisite: ACCT 543 or ACCT 544 or equivalent and Admission to the MAcc program. Enrollment restricted.

**ACCT 750. Corporate Taxation. 3 Credits.**

This class will cover two key areas of corporation taxation. The first portion of the class will be focused on understanding basic corporation taxation principles including business income, deductions, and accounting methods. The second focus area of the course will be on the principles of ASC 740 -- Accounting for Income Taxes. This material will include the basic rules applicable to the accounting and auditing of income taxes. Students will understand the basic principles of corporate taxation and the various complexities associated with accounting for income taxes; be able to prepare a fairly complex tax provision using Microsoft Excel; and analyze and interpret the data that will be used to compile a tax provision. Students will understand the tax attributes of various entities; the tax principles of business income, deductions and accounting methods including being able to differentiate between permanent and temporary differences; understand the basic principles of accounting for income taxes including financial statement classification and footnote disclosures; be able to prepare a tax provision and interpret the data

utilized in the preparation process; understand the basic principles of FIN 48 -- Uncertainty in Income Taxes; understand other taxation areas of required review or complexity within a corporation including state and local taxes and taxes related to foreign operations. Prerequisite: ACCT 330 or equivalent and Admission to the MAcc program. Enrollment restricted.

**ACCT 799. Internship in Accounting. 1-3 Credits.**

Internships provide opportunities for students to combine their academic education with a meaningful experience in the business world. Accounting internships allow students to explore career pathways in accounting, further their professional growth, expand professional networks, and increase the relevancy of their academic coursework. The internship course combines job-related activities of the accounting internship position with a set of academic requirements. These requirements include academic assignments as well as a pre- and post-internship seminar held in the semester before and after the semester in which the internship occurs. Internships for credit must be approved by the Director of the Internship Program prior to the internship experience. Students may not receive more than three hours of internship credit. Enrollment restricted and by permission only. Prerequisite: Admission to the MAcc program.

**ACCT 810. Accounting. 3 Credits.**

Financial accounting provides information to decision-makers external to the business, such as investors and lenders. The course describes the process through which economic information is captured, validated, and distributed externally in the form of financial statements. It also covers the contents of the major financial statements, focusing on how the various accounts are defined and measured and how the information can be used by external decision-makers. This course is open only to students in the full-time MBA program.

**ACCT 895. Graduate Seminar in Accounting: \_\_\_\_\_. 0.5-5 Credits.**

A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted.

**ACCT 898. Independent Study for Master's Students. 1-6 Credits.**

Individual study of selected current problems in the field of accounting to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

**ACCT 928. Introduction to Accounting Research. 3 Credits.**

Students will gain a broad overview of the empirical/archival financial accounting and auditing literature. The readings for the course focus on the identification of research issues, background and context, hypotheses, data sources, and variables. Students will identify a research topic that interests them and will assess its viability as a project for possible future research.

**ACCT 929. Seminar in Archival-Based Accounting Research. 3 Credits.**

Students will gain an understanding of the history and future of significant streams of archival-based accounting research. Students will replicate seminal studies, learn to calculate important variables used in prior literature, and gain an understanding of the various methodologies used in archival-based research.

**ACCT 930. Seminar in Auditing Research I. 3 Credits.**

Students will gain in-depth knowledge of specific streams of the empirical/archival auditing literature. Topics may vary over time depending upon

the interests of the students and instructor. Possible topics include (but are not limited to): the role of the auditor and audit committee in corporate governance, the auditing environment including regulation, audit quality, the pricing of audit and assurance services, litigation against auditors, and international auditing research. Students are expected to critically analyze and suggest ways to improve and extend the extant literature. The seminar will also include hands on analysis of data used in archival auditing research.

**ACCT 932. Seminar in Financial Accounting Research I. 3 Credits.**

Students will gain in-depth knowledge of specific streams of financial accounting research. Topics may vary over time depending upon the interests of the students and instructor. Possible topics include (but are not limited to): the role of financial reporting in corporate governance and debt contracting determinants and effects of financial reporting standards; the financial reporting environment including regulation; measuring financial reporting quality; the role of financial reporting and analysis in securities pricing; and the inter-relations among financial reporting of taxes and tax reporting to government authorities.

**ACCT 936. Accounting Research Design and Corporate Governance Seminar. 3 Credits.**

This course aids in developing a strong intuition for the research design methodologies that are commonly used in archival accounting research. Additionally, this course will introduce corporate governance related topics, specifically related to the role of top executives in the financial reporting process.

**ACCT 995. Doctoral Seminar in Accounting: \_\_\_\_\_. 2-5 Credits.**

A variable topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor.

**ACCT 998. Independent Study for Doctoral Students. 1-5 Credits.**

Individual study of selected current problems in the field of business administration to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Student must submit written statement of proposed project. Prerequisite: Approval required from supervising faculty member and PhD Team.

**ACCT 999. Doctoral Dissertation. 1-12 Credits.**

(V) Individual research work. Graded on a satisfactory progress/limited progress/no progress basis.

## Business Courses

**BBA 301. Business and the Economy. 3 Credits.**

This course teaches students how market processes drive wealth creation in an economy so that they can apply the knowledge as citizens and business people. Examples of topics covered include valuation and opportunity cost, decision rights in society and organizations, trust and money, trade and specialization, prices and profits, and the special roles of consumers and entrepreneurs. NOTE: This course is not open to students with credit in BUS 150 or BE 301.

**BBA 302. Legal Aspects of Business. 3 Credits. GE11**

A course designed to acquaint the student with the basic principles of law that are applicable to business transactions in the modern business world and the legal systems. NOTE: This course is not open to students with credit in BLAW 301.

**BBA 303. Survey of Management and Leadership. 3 Credits.**

This course is designed to acquaint students with traditional business management ideas, recent management thinking, and the contemporary application of both to the management functions of planning, organizing, leading and controlling. A survey of a wide variety of topics is offered,

generally including goal setting, strategy formulation and implementation, managerial decision making, structure and design of organizations, corporate culture, organizational change and development, human resources management, managing diversity, leading, motivation, communication, teamwork, quality control, management control systems, operations and service management, entrepreneurship and small business management, managerial ethics, corporate social responsibility, and management in the global environment. NOTE: This course is not open to students with credit in MGMT 305 or MGMT 310.

**BBA 304. Marketing. 3 Credits.**

A study of marketing from the point of view of the business firm. Topics include the structure of the marketing system, the nature of marketing management, consumer behavior, marketing research, product policy, channels of distribution policy, and analytical techniques useful to marketing management. NOTE: This course is not open to students with credit in MKTG 305 or MKTG 310.

**BBA 305. Operations and Supply Chain Management. 3 Credits.**

Introduces some of the most widely used models from management science in business decision making. Topics include decision making under uncertainty, resource allocation models, and production and operations/supply chain management. NOTE: This course is not open to students with credit in SCM 305 or SCM 310. Prerequisite: MATH 365 or equivalent statistics course which includes college algebra.

**BBA 306. Finance. 3 Credits.**

This course consists of the analysis of problems relating to estimating the financial needs of an enterprise and to evaluating the alternative means of providing and utilizing both temporary and permanent capital. The relationship of current financial decisions with financial policy is analyzed from the viewpoint of management and the stockholder. NOTE: This course is not open to students with credit in FIN 305 or FIN 310. Prerequisite: Completion of ACCT 200 and college algebra or higher math course.

**BBA 308. Business Policy and Strategy. 3 Credits. AE61 CAP**

This course exposes students to the role of general management in complex organizations. The cases, conceptual materials, and projects are selected to provide students with opportunities to analyze and formulate strategic decisions that allow businesses to create and sustain competitive advantages. Knowledge and skills gained in previous business courses, including marketing, finance, and quantitative methods, will be applied to problems associated with the totality of organizational strategic activity. Prerequisite: BBA 303, BBA 304, BBA 305, and BBA 306 or co-enrollment in one of these courses. Enrollment restricted to students admitted to the Bachelor of Business Administration Major.

**BBA 309. Business Analytics. 3 Credits.**

This course will provide an overview of analytics in the business context. The concepts and practices of analytical modeling and analysis will be covered. An analytics topology to make sense of the variety of analytics types, techniques, and processes, will be introduced. The course will also cover the data side of analytics including data sourcing, basic data modeling, data discovery, data cleansing, and data preparation. Analytics techniques for the exploration, discovery, experimentation, creation of KPIs and metrics will be used in hands-on exercises. The human side of analytics-communication, conversation, and collaboration will be discussed and utilized in class and homework exercises. NOTE: This course is not open to students with credit in BSAN 310. Prerequisite: Completion of college algebra or higher math course and completion of MATH 365 or equivalent statistics course.

**BBA 400. Special Topics in Business Administration: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of topics not covered by established courses. Prerequisite: Determined for each topic by the instructor.

**BBA 402. Human Resources Management. 3 Credits.**

This course addresses the ways that firms manage employment relationships, including staffing, training and development, compensation, performance appraisal, labor-management relations, employment law, career management, and job design. Upon completion of the course, students will be able to identify and address these topics from a general management perspective. NOTE: This course is not open to students with credit in MGMT 410.

**BBA 403. Ethical Decision Making in Business. 3 Credits. AE51**

This course is designed to provide students with: (a) a grounding in the psychological and philosophical foundations of business ethics; (b) the ability to recognize ethical problems; (c) an exposure to many of the ethically sensitive issues facing corporations and managers in business today (e.g., layoffs, outsourcing, employee whistle-blowing, employee privacy, employee health and safety, marketing and advertising, environmental issues, discrimination, and the global responsibilities of business); and (d) the tools for analyzing and reaching closure on ethical problems. Students will study the role of ethics in the relation of business to employees, consumers, and society. Students in this course will have the opportunity to engage in stimulating class discussions, justify ethical positions in case study analyses, investigate ethical issues in their own future professional lives, and develop and present their solutions for typical ethical problems faced by managers in organizations. NOTE: This course is not open to students with credit in MGMT 405.

**BBA 404. Entrepreneurship. 3 Credits.**

In this course the student examines the disciplines which comprise the critical success factors in entrepreneurship and develops a fundamental understanding of the basic skill set required to manage his/her own business. Learning will be achieved by both study and discussion of key entrepreneurial business issues as well as the critical appraisal of new venture business plans as presented in the text. Readings in entrepreneurship and case studies, contained in the text as well as in video presentations, will be used to illustrate the essential entrepreneurial management issues.

**BBA 407. Excel Expertise and Certification. 3 Credits.**

This course focuses on the fundamental Excel functions and tools that are used by business professionals. Students will be exposed to a wide variety of Excel features such as data tables, formulas and functions, and charts. After learning about these essential Excel topics, students will apply their knowledge of Excel by solving many different business problems. This course covers material that must be mastered in order to pass the Microsoft Excel Specialist® exam. NOTE: This course is not open to students with credit in IST 204 or IST 310.

**BBA 409. Management of Small Business. 3 Credits.**

This course looks at the unique aspects of owning and managing a small business, family business or franchise, with the owners having close control over operations and management decisions. Students will examine the startup options of buying, starting, or franchising; operations and human resources management; the unique factors of the family business; marketing, including setting prices, choosing a location, developing competitive advantage, positioning, and promotion with limited resources; financial statements, accounting systems, financing, cash flow and the working-capital cycle; and exit through selling, bequeathing, or dissolving the business.

**BBA 410. Project Management. 3 Credits.**

This course develops a systems view of business so students can more effectively integrate project management into their business

strategy. A common language and knowledge of project management concepts, principles and practices is developed. Students will develop an understanding of what project management involves, how it relates to other functional management areas, and its role in an organization's structure and leadership. Topics are covered in the order they appear in the project lifecycle starting with project selection and bidding and ending with project acceptance and close out. Topics covered in this course include: the importance and role of project management, the contextual nature of projects, and managing scope, cost, time, and risk in project management. NOTE: This course is not open to students with credit in MGMT 472 or IST 410.

**BBA 411. Introduction to International Business. 3 Credits. AE42**

This course provides an overview of the key concepts, analytical frameworks and institutions that underlie international business. Particular attention is paid to the cultural and social diversity present in the world as well as the economic theories that explain the benefits of trade and underpin the agreements governing such international transactions. Not open to students with credit in IBUS 410 or IBUS 480.

**BBA 412. Professional Selling Skills. 3 Credits.**

This course surveys the practice of professional selling steps in a logical and orderly sequence. The course covers an assortment of selling skills such as listening, communications, handling objections, and closing. Students are taught that successful salespeople learn to be a helper, a problem solver and an advisor to the customer. The successful salesperson will unselfishly persuade a prospective customer to buy a good, a service or an idea that benefits the customer. Finally, the course will provide the student with an understanding of how the function of professional selling fits into the overall marketing mix. The content of the course will include lectures, case discussion, and role-plays. NOTE: This course is not open to students with credit in MKTG 316 or MKTG 426. Prerequisite: BBA 304.

**BBA 413. Advanced Leadership Principles. 3 Credits.**

This course provides an introduction to business and personal leadership skills. Students will learn the major frameworks and perspectives for understanding and developing organizational leaders. Students will also develop an understanding of the skills and behaviors demonstrated by effective business leaders; these include establishing direction, aligning others behind that direction, motivating and inspiring, and generally promoting organizational change and transformation. Class pedagogy will emphasize methods that will allow students to recognize and develop their own leadership capabilities. A key goal will be establishing a leadership development mindset that will drive students' future personal and professional development efforts. NOTE: This course is not open to students with credit in MGMT 470. Prerequisite: BBA 303 or MGMT 305.

**BBA 500. Individual Research in Business. 1-5 Credits.**

Individual study of selected topics in business not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: Approval of proposed plan of study by the instructor. Enrollment restricted to students admitted to the Bachelor of Business Administration Major. Enrollment restricted.

**BBA 610. Intermediate Financial Accounting I. 3 Credits.**

This course focuses on generally accepted accounting principles (GAAP) underlying the preparation and interpretation of general-purpose financial statements. The asset side of the balance sheet will be stressed although the complete financial statements will be used throughout the course. Topics include the principles of revenue recognition, matching revenues and related costs, and the determination of proper balance sheet valuations of assets and liabilities. Prerequisite: ACCT 201 or

equivalent. Enrollment restricted to students admitted to the Bachelor of Business Administration Major.

**BBA 620. Intermediate Financial Accounting II. 3 Credits.**

This course is a continuation of the study of generally accepted accounting principles (GAAP) underlying the preparation and interpretation of general-purpose financial statements. The liability and equity sections of the balance sheet will be emphasized, including loans, bonds, leases, pensions, accounting for income taxes, equity transactions, employee stock options, earnings per share, and cash flows. The course will also cover the application of many of the authoritative accounting pronouncements. Prerequisite: BBA 610, ACCT 320, or ACCT 323. Enrollment restricted to students admitted to the Bachelor of Business Administration Major.

**BBA 630. Foundations of Taxation. 3 Credits.**

This course will cover major concepts related to taxation with emphasis on both the federal income tax for individuals, as well as the federal income tax for partnerships, corporations, S corporations, and limited liability companies. Corequisite: BBA 610. Enrollment restricted to students admitted to the Bachelor of Business Administration Major.

**BBA 640. Principles of Auditing. 3 Credits.**

This course will focus on auditing theory and procedures. The concepts of audit risk, evidence accumulation and materiality will be applied to financial statement audits and auditing objectives and procedures will be studied in relation to the auditor's opinion. The course will compare financial statement audits with other types of engagements performed by public accountants, as well as other types of audits, such as compliance and operational audits. Prerequisite: BBA 610, Corequisite: BBA 620. Enrollment restricted to students admitted to the Bachelor of Business Administration Major.

## Business Courses

**BE 301. Managerial Economics. 3 Credits.**

This course uses economic theory and methodology to understand and improve managerial decision making. The focus is on the role of markets in determining business and individual opportunities to create value, the behavior of individual markets reacting to supply and demand forces, and the consequences of alternative market structures and business policies. Course content includes demand, production, cost analysis, supply and demand analysis, price and non-price modes of competition, market structure, and economic efficiency. Not open for credit to students in BBA 301. Prerequisite: ECON 142 or ECON 143.

**BE 302. Managerial Economics, Honors. 3 Credits.**

Honors treatment of this course includes uses of economic theory and methodology to understand and improve managerial decision making. The focus is on the role of markets in determining business and individual opportunities to create value, the behavior of individual markets reacting to supply and demand forces, and the consequences of alternative market structures and business policies. Course content includes demand, production, cost analysis, supply and demand analysis, price and non-price modes of competition, market structure, and economic efficiency. Not open for credit to students in ECON 524. Prerequisite: ECON 142 or ECON 143. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor.

**BE 305. Economics of Business. 3 Credits.**

Students learn how market processes drive wealth creation in an economy so that they can apply the knowledge as citizens and businesspeople. Examples of topics covered include: valuation and opportunity cost, decision rights in society and organizations, trust and

money, trade and specialization, prices and profits, and the roles of consumers and entrepreneurs.

**BE 701. Business Economics. 3 Credits.**

This course uses economic theory and methodology to understand and improve managerial decision making. The focus is on the role of markets in determining business and individual opportunities to create value, the behavior of individual markets reacting to supply and demand forces, and the consequences of alternative market structures and business policies. Course content includes demand, production, cost analysis, supply and demand analysis, price and non-price modes of competition, market structure, and economic efficiency. Enrollment restricted.

**BE 718. Managerial Economics. 3 Credits.**

This course covers principles of microeconomic analysis and methodology used in managerial decision-making. The focus is on the role of markets in determining business and individual opportunities to create value, the behavior of individual markets reacting to supply and demand forces, and the consequences of alternative market structures for business strategy. Course content includes demand, cost and production analysis, supply and demand analysis, price and non-price competition, market structure, the basic elements of game theory, and the economics of information.

**BE 810. Managerial Economics. 3 Credits.**

This course covers principles of microeconomic analysis and methodology used in managerial decision-making. The focus is on the role of markets in determining business and individual opportunities to create value, the behavior of individual markets reacting to supply and demand forces, and the consequences of alternative market structures for business strategy. Course content includes demand, cost and production analysis, supply and demand analysis, price and non-price competition, market structure, the basic elements of game theory, and the economics of information. Cases and problems will be used throughout the course to help students develop the skill of applying economic analysis to the types of problems managers confront in the basic business disciplines of finance, marketing, management of people and organizations, supply chain management and strategy. This course is open only to students in the full-time MBA program.

**BE 898. Independent Study for Master's Students. 1-6 Credits.**

Individual study of selected current problems in the field of economics to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

**BE 917. Advanced Managerial Economics. 3 Credits.**

(F) This course is designed primarily for doctoral candidates in business administration. It will provide a rigorous analytical approach to developing and understanding an integrated economic model of the business firm and its environment. The student will be expected to learn the theory and understand how it can be applied to solve problems in business. Upon completion of the course the student should also possess an understanding of how economic analysis relates to and can be used in his/her own field of research. Masters students may enroll with consent of instructor.

## Business Courses

**BLAW 300. Special Topics in Business Law: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of business law topics not covered by established

courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor.

**BLAW 301. Legal Aspects of Business. 3 Credits. GE11 SWT**

A course designed to acquaint the student with the basic principles of law that are applicable to business transactions in the modern business world and the legal systems. Not open to students with credit in BBA 302.

**BLAW 302. Legal Aspects of Business, Honors. 3 Credits. GE11**

Honors treatment of this course involves acquainting students with the basic principles of law that are applicable to business transactions in the modern business world and the legal systems. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor.

**BLAW 505. Legal Aspects of the Management Process. 3 Credits.**

A course designed to acquaint students with the basic principles of agency relationships, such as partnerships, limited liability companies, and corporations, with special emphasis on the problems encountered by managers and directors in operating a corporation. The course should acquaint a student with how to create and operate a corporation in light of current federal and state enactments. Prerequisite: BLAW 301 or BLAW 302. Enrollment restricted.

**BLAW 525. Negotiations and Dispute Settlement. 3 Credits.**

This course involves the study of the theory and practice of dispute resolution and negotiation in business mediation (facilitated negotiation). Conflict resolution in the workplace, including grievance procedures, will be considered. Students are required to apply concepts studied through role playing simulations. Not open to students with credit in BLAW 525 or MGMT 525. (Same as MGMT 525.) Prerequisite: MGMT 310 or MGMT 311 and BE 301 or BE 302 or by permission of instructor. Enrollment restricted.

**BLAW 703. Legal Aspects of Business Organizations. 3 Credits.**

This course focuses on a selection of legal topics and their importance to those serving as public and private accountants, corporate officers, directors, and other business decision-makers. Topics include agency law; formation/termination, management/financial structure, and other legal implications of different legal forms of business (such as partnerships, corporations, LLCs); rights and liabilities of individuals operating within these organizations; professional liability, securities regulation, and debtor-creditor rights, security interests and UCC sales. This course is not a CPA review course and does not cover all of the topics tested on the CPA exam. Rather, decision-making from a legal perspective within a professional environment is the primary focus of the course. Enrollment restricted.

## Business Courses

**BSAN 202. Statistics. 3 Credits.**

An introduction to statistical inference techniques with emphasis on the application of these techniques to decision making in a firm. Topics include probability theory, random variables, probability distribution functions, estimation, test of hypothesis, regression, correlation, and introduction to statistical process control. Prerequisite: MATH 115, MATH 121, MATH 125, MATH 141 or MATH 145.

**BSAN 230. Introduction to Business Analytics and Information Systems Professions. 1 Credits.**

In this course, we focus on the Business Analytics and Information Systems professions and cover a variety of topics. Topics include, but are not limited to, career opportunities; the importance of professional mentorship; professional membership with groups/associations; appropriate industry certifications; graduate education content, timing,

and opportunities; the role of career broadening experiences; and ethical dilemmas within the professions. We emphasize both current practice and projected industry trends and involve guest speakers. This course is cross-listed with IST 230. Check with your Major to see which 230 course it requires or recommends (ACCT 230, BSAN 230, BUS 230, FIN 230, IST 230, MKTG 230 or SCM 230) and when it encourages you to take it. (Same as IST 230.) Prerequisite: BUS 210 or BUS 200 or concurrent enrollment.

**BSAN 302. Quantitative Methods and Data Analysis. 3 Credits.**

This course will cover quantitative methods and techniques of data analysis that are useful in solving common problems that arise in all the functional areas of business. Upon completion of this course, given a business problem, students will be expected to know how to formulate a mathematical model which is appropriate to the problem, to fit the model to available data, and to interpret the model results to derive actionable insights. Examples of quantitative methods and data analysis that may be taught include: multiple regression, analysis of variance, statistical process control, linear programming, non-linear optimization and decision making under uncertainty. Prerequisite: MATH 115 or MATH 121 or MATH 125 or MATH 141 or MATH 145 and DSCI 202 or BSAN 202.

**BSAN 310. Introduction to Business Analytics. 3 Credits.**

This course introduces the concepts and practices of analytical modeling and the supporting data/information infrastructure within an organization. The course covers issues related to data sourcing and retrieval, data modeling, data discovery, data consolidation, data cleansing, data preparation, data privacy, and cybersecurity. Analytical techniques and emerging technologies for the exploration, discovery, experimentation, and creation of appropriate performance metrics are used in hands-on exercises. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**BSAN 311. Introduction to Business Analytics, Honors. 3 Credits.**

Honors treatment of this course introduces the concepts and practices of analytical modeling and the supporting data/information infrastructure within an organization. The course covers issues related to data sourcing and retrieval, data modeling, data discovery, data consolidation, data cleansing, data preparation, data privacy, and cybersecurity. Analytical techniques and emerging technologies for the exploration, discovery, experimentation, and creation of appropriate performance metrics are used in hands-on exercises. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**BSAN 320. Fundamentals in Application Development. 3 Credits.**

This course provides an introduction to software development concepts and techniques. Students will develop an understanding of the software development process through hands-on programming assignments and projects. The course emphasizes problem solving, initiative, and teamwork within an information systems framework. Not open to students with credit in IST 320. Prerequisite: Corequisite: BSAN 310 or BSAN 311. Enrollment restricted.

**BSAN 325. Systems Analysis and Design. 3 Credits.**

This will take students through the entire systems development life cycle from the first contact with a customer through analysis and design to the implementation of the customer's system. It will introduce the student to the field of systems analysis and design, basic systems analysis tools, and the procedures for conducting systems analysis. Topics covered will include the role of the systems analyst in the organization, concepts, philosophies and trends in system analysis and design, and tools and techniques for such analysis. Not open to students with credit in IST 325. Prerequisite: IST 202 or BSAN 310 or BSAN 311. Enrollment restricted.

**BSAN 326. Database Management Systems. 3 Credits.**

This course introduces the fundamental concepts and implementation of the database development process and relational database systems. The student will be exposed to database development issues, SQL methodology, and entity-relationship models. Not open to students with credit in BSAN 326 or IST 326. (Same as IST 326.) Prerequisite: Corequisite: BSAN 310 or BSAN 311. Enrollment restricted.

**BSAN 400. Special Topics in Business Analytics: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of supply chain management topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted.

**BSAN 412. HR Management Analytics. 3 Credits.**

The course introduces students to the field of human capital analytics and measurement. It provides an overview of the evolution of human capital measurement, and guides students through various types of methods organizations use to understand the impact of people programs and initiatives on their organization. The importance of human capital analytics in business decisions is examined, including leader and manager use of data, basic analysis, reporting and presentation of data, benchmarking, and other use cases and trends. The course will provide a foundation of knowledge with the intent of developing the student's capabilities to be more prepared and equipped to advance the use of human capital measurement to drive business decisions. (Same as MGMT 412.) Prerequisite: Completion of MGMT 310 or MGMT 311. Enrollment restricted.

**BSAN 415. Data Analysis and Forecasting. 3 Credits.**

This course is concerned with the analysis and interpretation of data encountered in business and economics. The course gives students experience in data analysis that can be usefully applied in a wide variety of real life situations and hands on experience in using statistics programs, such as R, to analyze various types of data. Topics covered may include multiple regression, logistic regression, ARIMA time series models, classification methods, forecasting, building statistical models, and model validation. Not open to students with credit in SCM 415. Prerequisite: BSAN 202 or DCSI 202 and SCM 310 or SCM 311. Enrollment restricted.

**BSAN 418. Modeling and Risk Analysis. 3 Credits.**

An introduction to the concepts, methodologies, and applications of risk analysis and modeling. This course is designed primarily to develop practical modeling skills with spreadsheet software. To accomplish this, material from across the finance discipline will be covered as well as material from the supply chain management discipline. Examples from corporate finance, investments, financial derivatives, real estate, personal finance, and supply chain management methods will be used to demonstrate modeling. Not open to students with credit in FIN 418 or FIN 460 or SCM 418. Prerequisite: FIN 310 or FIN 311. Enrollment restricted.

**BSAN 420. Data Visualization in Business. 3 Credits.**

The ability to accurately and effectively analyze and communicate business data is paramount in today's world of business analytics and big data. Increasingly, professionals are being asked to use business data as a crucial component of everyday business decisions -- competitive advantage is gained in companies that can analyze and visualize data successfully to help them make business decisions. This course will focus on data visualization through applied, hands-on projects that will help students produce, analyze, and communicate data in a variety of business sectors. A principle focus of the course will be the use of data analysis programs and associated visualization techniques. Not open to students with credit in SCM 400 - Data Visualization. Prerequisite: BSAN 310 or BSAN 311, and BSAN 326. Enrollment restricted.

**BSAN 430. Marketing Analytics. 3 Credits.**

This course introduces advanced analytical methods in the examination of data from a variety of sources to provide marketing professionals with the tools necessary to engage in today's data rich decision-making environment. Predictive models and other multivariate statistical techniques will be covered with an emphasis on practical application. Not open to students with credit in MKTG 400 - Marketing Analytics or MKTG 470. Prerequisite: BSAN 415 or MKTG 415 or SCM 415. Enrollment restricted.

**BSAN 440. Foundations in Business Analytics. 3 Credits.**

Introduces students to the key business, computational and data competencies needed by business analysts for effective data-driven decision making. The course focuses on how structural as well as unstructured "big data" can be used to help decision makers improve organizational competitiveness. Students will learn fundamental skills for business analytics: data manipulation, data visualization and statistical methods to gain experience with different software tools used for data analysis and reporting. Not open to students with credit in IST 495. Prerequisite: Successful completion of BSAN 326 or IST 326. Enrollment restricted.

**BSAN 450. Data Mining and Predictive Analytics. 3 Credits.**

Overview of techniques for gathering, exploring, transforming, modeling, and summarizing data sets including very large data sets, both structured and unstructured. Basic data mining techniques including neural networks, decision trees, clustering algorithms, linear programs, text and web mining in business setting. Modeling approaches include techniques from supervised and unsupervised machine learning. Discussion of data cleaning and data preparation issues, including noise, missing and unbalanced data, discrete versus continuous features, and feature selection. Some techniques are implemented from scratch, while in other cases real-world tools such as R, Python packages and commercial data modeling tools are applied to large-scale data sets. Prerequisite: BSAN 415 or SCM 415. Enrollment restricted.

**BSAN 460. Supply Chain Analytics. 3 Credits.**

A Supply Chain Management perspective for leveraging and implementing business analytics tools & concepts. Primary points of focus include Supply Chain applications, data set collection, information systems infrastructure requirements and optimizing SCM efficiency & value. Course format to include lecture, in-class lab work (R or Python), case studies and guest lecturers. (Same as SCM 460.) Prerequisite: SCM 401 or BSAN 440.

**BSAN 465. Customer Relationship Management. 3 Credits.**

This course offers a comprehensive introduction to the strategy and tactics of customer relationship management (CRM). Particular emphasis is given toward identifying the key strategic principles inherent in the customer-centric focus that underlies a successful CRM program. Topics include: Fundamentals of CRM strategy, marketing metrics, customer profitability analysis, choice modeling, techniques for evaluating model performance and applications of CRM to marketing campaign management. Students will be instructed on how to implement the CRM techniques using various software tools and real-world data. (Same as MKTG 465 and SCM 425.) Not open to students with credit in BSAN 465 or MKTG 465 or SCM 425 or MKTG 400 - Customer Relationship Management. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**BSAN 480. Business Analytics Capstone. 3 Credits.**

A case-based, project-oriented approach to data driven decision making based on company's mission and strategic objectives. This is the senior course tying together all the knowledge learned into a senior

project. Prerequisite: BSAN 440 or IST 495. Prerequisite or Corequisite: BSAN 450. Enrollment restricted.

**BSAN 500. Individual Research in Business Analytics. 1-5 Credits.**

Individual study of selected topics in business analytics not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: Approval of proposed plan of study by the instructor. Enrollment restricted.

**BSAN 701. Statistical Decision Making. 3 Credits.**

This course provides an introduction to data gathering and analysis with an emphasis on problem solving for decision making and process improvement in a business setting. The role of numerical data in the understanding of business problems and in the evaluation of planned improvements is studied, along with the study of variation commonly occurring in business processes and methods of reducing this variation. Statistical software is used to supplement data analysis and aid in the problem solving. Topics covered may include statistical methods such as exploratory data analysis, graphical analysis, Pareto analysis, stratification analysis, confidence intervals, correlation, linear regression, and control charts. Enrollment restricted.

**BSAN 706. Statistics. 3 Credits.**

This course covers basic statistical tools for understanding data in organizations. The principal objectives of the course are to learn data analysis techniques and to learn how to apply statistical tools to help understand common problems in organizations. Course content includes data gathering and problem analysis tools, probability distributions and features of distributions (means, standard deviations, Normal distribution, and Binomial distribution), stratification analysis, Pareto analysis, correlation, confidence intervals, simple hypothesis testing, linear regression, and analysis of variance.

**BSAN 710. Statistical Modelling. 3 Credits.**

This course applies covers the development of statistical models that represent actual data and the use of these models to understand the important characteristics of that data. Statistical models including multiple regression, logistic regression, and time series models. The course will cover a process to build statistical models to represent actual data. This process teaches students how to select a statistical model for a given data set, how to estimate the parameters in that model, how to check to see if that model adequately fits the data, and when necessary how to modify that model. Students will gain model building experience by using R software on actual data. Prerequisite: A statistics class that covers basic statistical methods through multiple regression.

**BSAN 716. Programming for Analytics and AI. 3 Credits.**

This course provides a foundation in programming for analyzing data and leveraging AI in business applications. Students will learn core programming concepts and the principles needed to translate analytical algorithms into efficient code. Students will explore key tools and languages, such as Python and R, while applying their knowledge to solve real-world business problems.

**BSAN 718. Introduction to Business Analytics. 3 Credits.**

This course will provide an overview of the field of business analytics, the concepts and processes with which data is sourced, prepared, and managed as a strategic business asset. Analytics techniques involving data modeling, querying, and the exploration of data for discovering trends and patterns will be discussed and applied.

**BSAN 720. Data and Visual Analytics. 3 Credits.**

Presenting quantitative information in visual form is an essential communication skill for data professionals. This course instructs students

in various visualization techniques and software. Students will learn how to: (1) ask interesting questions about the business and policies, (2) identify data that can be used to answer those questions, (3) collect, clean and document the data, (4) explore and analyze the data with statistical and graphical techniques, (5) create compelling, informative and accurate visualizations and (6) present these visualizations to educated audiences. Not open to students with credit in BSAN 420 or SCM 400 - Data Visualization. Prerequisite: Corequisite: BSAN 710.

**BSAN 726. Enterprise Data Management. 3 Credits.**

This course explores principles, practices, and technologies that govern the collection, organization, storage, and analysis of data in large organizations. Topics include data munging, structured query language, online transaction processing, business intelligence, big data analytics, and other related topics.

**BSAN 730. Advanced Statistical Learning. 3 Credits.**

This course covers advanced statistical methods for analyzing data where traditional techniques, such as linear regression, are insufficient. Using real data sets, students will learn about characteristics of complex data sets and how to address these complexities. An emphasis is placed on implementing these methods and interpreting the output. Prerequisite: BSAN 710, BSAN 716 (or program approval) and BSAN 750.

**BSAN 735. Data Security. 3 Credits.**

The massive increase in the rate of novel cyber-attacks has made data-mining-based techniques a critical component in detecting security threats. The course covers various applications of data mining in computer and network security. Topics include: Overview of the state of information security; malware detection; network and host intrusion detection; web, email, and social network security; authentication and authorization anomaly detection; alert correlation; and potential issues such as privacy issues and adversarial machine learning. Not open to students with credit in IST 435. Prerequisite: BSAN 710 and BSAN 726 or concurrent enrollment.

**BSAN 740. Optimization and Prescriptive Analytics. 3 Credits.**

Data-driven decision making is key to establishing and maintaining a competitive edge in the modern business world. Optimization methods and techniques operationalize data to provide answers to business decision-making problems. In this course students will be exposed to a variety of such optimization methodologies including linear, non-linear, and integer programming, heuristics, simulation modeling, and certainty/uncertainty quantification. Students will apply these methods to problems in finance, marketing, and operations using Excel-based solvers and other state-of-the-art software. Prerequisite: BSAN 710 and BSAN 726.

**BSAN 746. Accounting Analytics. 3 Credits.**

This course covers the analysis of data as it pertains to accounting professionals. The focuses include analytic techniques for decision making and the examination of "big data" involving accounting information. Hands-on experiences will develop skills with select software tools used in data analytics for accounting professionals.

**BSAN 750. Foundations of Machine Learning and AI. 3 Credits.**

This course introduces students to machine learning methods and techniques, which also serve as foundations for understanding modern artificial intelligence techniques. The material presented emphasizes hands-on analytics experience in analyzing real-world data, while covering classical and the state-of-the-art machine learning algorithms in both supervised and unsupervised learning. Prerequisite: Corequisite: BSAN 710 and BSAN 716 (or program approval).

**BSAN 755. Unstructured Data Analysis. 3 Credits.**

This course adopts a data-centric approach to machine learning, focusing on transforming, exploring, and learning from unstructured data such as

text and images. Topics include processing and transforming qualitative data, sentiment-extraction and analysis, topic modeling, network analysis, web scraping, and both shallow and deep learning applied to text, images, and networks. Prerequisite: BSAN 710, BSAN 716 (or program approval), BSAN 726 and BSAN 750.

**BSAN 760. Digital Transformation and Strategy. 3 Credits.**

This course takes a holistic approach towards learning the key factors involved in an organization's digital strategy, from data collection to analysis to prediction and insight. Projects will give students hands-on experience developing and running a data science pipeline to transform business processes and to ensure that the correct business decisions are made. Emphasis will be on merging technical skills with critical thinking and communication skills to ensure that robust analytics are being created for business benefit. Prerequisite: BSAN 710, BSAN 726 and BSAN 750.

**BSAN 765. AI for Business. 3 Credits.**

This is a foundational course on artificial intelligence for business professionals to explore its transformative potential. Students will explore practical applications of AI in different business domains using case studies. This course aims to equip learners to identify opportunities, overcome challenges, and implement AI solutions that drive efficiency and innovation within their organizations. Prerequisite: BSAN 710, BSAN 716 (or program approval), BSAN 750, Corequisite: BSAN 740, BSAN 755.

**BSAN 770. Healthcare Analytics. 3 Credits.**

Healthcare is one of the most critical industry sectors today due to its immediate impact on the lifestyle and wellbeing of individuals across different strata of the society. In this course, we will learn about the healthcare eco-system, healthcare information systems, and data analysis tools useful in analyzing healthcare data for improving health-related outcomes. We will explore data generated using personal health-gadgets such as activity monitors, electronic health records, health statistics reports, and other sources and understand how business analytics can be used to assist medical decision-making and improve organizational practices.

**BSAN 775. Financial Risk Analytics. 3 Credits.**

The financial services industry is undergoing significant changes, making the use of data and information technology increasingly important in driving business decisions and managing risk. This course provides a practical introduction to financial risk analytics with a focus on data-driven modeling, computation, and statistical estimation of credit and market risks. Real data case studies will be used throughout the course.

**BSAN 777. Marketing Analytics. 3 Credits.**

Introduction to the data and tools used to analyze the business environment and enable marketing decision making. Uses real world data and problems to evaluate strategic market opportunities and assess the impact of marketing decisions in the marketplace. Discusses analytical and empirical tools that address strategic issues of market sizing, market selection, and competitive analysis, as well as product management, customer management, and marketing function management decisions. Prerequisite: BSAN 710, BSAN 720, BSAN 726 and BSAN 750.

**BSAN 780. Analytics Capstone. 3 Credits.**

The Business Analytics capstone course comprises a project or practicum that exposes students to a real business problem, which they will solve using visualization, data mining, and optimization techniques. The problems are solicited from businesses, although students are welcome to propose projects as well. The student will work on an analytics project and prepare a comprehensive project report documenting the findings and recommendations. This course guides students through the process of developing and executing an original data analysis project aimed at addressing a public policy, political or governance challenge. The project can come from an extension of a project completed in a previous class

or be part of a corporate internship. Prerequisite: BSAN 710, BSAN 720, BSAN 726 and BSAN 750.

**BSAN 810. Statistics and Decision Tools. 3 Credits.**

This course covers basic statistical tools for solving problems in organizations. The principal objectives of the course are to learn a strategy to solve organizational problems, to learn some data gathering and data analysis techniques, to learn how to interpret data and understand variation in data, and to learn how to reduce variation in organizational processes and output. Course content includes data gathering and problem analysis tools, probability distributions and features of distributions (means, standard deviations, Normal distribution, and Binomial distribution), stratification analysis, Pareto analysis, correlation, confidence intervals, simple hypothesis testing, linear regression, and analysis of variance. This course is open only to students in the full-time MBA program.

**BSAN 820. Business Analytics. 3 Credits.**

Business analytics is an essential business capability enabling the effective use of data to provide insight and support business decision making. This course will provide an overview of the field of business analytics, the concepts and processes with which data is sourced, cleansed, structured, and prepared as a strategic business asset will be introduced. Analytics techniques involving data modeling, and the exploration, discovery, and experimentation of data for discovering trends and patterns will be discussed and applied. The people side of analytics and data systems such as communication, visualization, and collaboration will be covered. This course is open only to students in the full-time MBA program.

**BSAN 898. Independent Study for Master's Students. 1-6 Credits.**

Individual study of selected current problems in the field of decision science to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

**BSAN 920. Probability for Business Research. 4 Credits.**

(F) This course covers the basic theory of probability and its use for research in the business disciplines. The course is designed primarily for Ph.D. students in the business school. Prerequisite: Doctoral standing and two semesters of calculus, or consent of instructor.

**BSAN 921. Statistics for Business Research. 4 Credits.**

(S) This course covers the basic theory of statistics and its use for research in the business disciplines. The course is designed primarily for Ph.D. students in the School of Business. Prerequisite: DSCI 920 or BSAN 920.

**BSAN 922. Advanced Regression. 3 Credits.**

This course presents various statistical tools for undertaking quantitative research in business. The regression model under the full ideal conditions is discussed, along with methodological issues that arise when these ideal conditions are violated, as often occurs in business research. A high degree of theoretical rigor is maintained, along with an emphasis on practical applications through the use of assignments that require data analysis. Prerequisite: DSCI 921 or BSAN 921 or consent of instructor.

**BSAN 923. Stochastic Process. 3 Credits.**

This course introduces the key elements of stochastic processes that are widely used in operations research literature. The emphasis will be on model building, probabilistic reasoning, and applications. Because all stochastic processes are caused by randomness, we will begin by reviewing random variables and probability. Other topics include

conditional expectation, the exponential distribution and the Poisson process, Markov chains, renewal theory, and some continuous state models such as Brownian motion. The course consists primarily of lectures and weekly problem sets. Prerequisite: Doctoral standing or consent from instructor.

**BSAN 924. Seminar in Machine Learning. 3 Credits.**

This seminar introduces graduate students to the vast, exciting, and ever-growing research area of machine learning. Both historical and current research papers on the subject will be presented and discussed to cultivate a trajectory-based perspective of the field. Furthermore, the course adopts a "model-based machine learning" (C. Bishop) perspective and emphasis: the application should inform the selection and development of a particular machine learning model (i.e., is application-focused). Both supervised (learning from data with a target outcome) and unsupervised methods (learning from data without a definitive outcome) will be presented and discussed. The particular methods and applications covered are based on student interests, determined at the onset of the semester. The instructor introduces the field during the first few weeks of the semester, with instructor, guest, and student research paper presentations taking place thereafter. Student evaluation is based on paper presentations and a semester-long project. Prerequisite: Doctoral standing or consent from instructor.

**BSAN 925. Empirical Methods in Operations Management. 3 Credits.**

This seminar course is designed for doctoral students to gain exposure to the latest research topics in operations management (OM), as well as to acquire a wide range of empirical methods for conducting research in related fields such as management science, marketing, accounting, data analytics, strategy, and interdisciplinary research. The course will involve reading and critiquing seminal articles that demonstrate innovative approaches to either domain knowledge or research methods. Through these activities, students will be able to achieve the course objectives of broadening their knowledge in OM research and developing their skills in empirical research methods. The course will culminate in a final project or paper that allows students to generate new research ideas and apply the empirical methods they have learned to a research question of their choice. Prerequisite: Doctoral standing or consent from instructor.

**BSAN 926. Research Methods. 3 Credits.**

This course is designed for PhD students and aims to provide them a comprehensive understanding of research methods. This course will cover the entire research process from formulating research questions to writing the final papers. Course content includes introduction of research methods, research designs, data analysis, writing and research critique and evaluation. Prerequisite: Doctoral standing or consent from instructor.

**BSAN 934. Seminar in Probability and Statistics: \_\_\_\_\_. 3 Credits.**

(V) This course will cover advanced topics in probability and statistics with application to various business disciplines. Topics covered may vary and will depend on the instructor. Examples of topics that may be covered are time series models, stochastic processes, uncertainty in artificial intelligence, multivariate statistics, etc. Prerequisite: DSCI 920 and DSCI 921 or BSAN 920 and BSAN 921, or consent of instructor.

**BSAN 935. Analytical Research in Operations Management. 3 Credits.**

The course is intended to prepare students to perform academic research in the area of operations management through the use of analytical modeling. The course is conducted in a manner that simulates an academic research conference. The students are expected to present academic research papers every week. The topics covered will include inventory modeling, supply chain management, incentives and contracting, revenue management, research at the interface of operations

and marketing, sharing economy, and other emerging/contemporary topics. Prerequisite: Linear algebra and real analysis or consent of instructor.

**BSAN 936. Management Science Research Seminar. 1 Credits.**

The seminar will discuss current research in management science topics such as artificial intelligence, statistics, optimization, decision making, decision support systems, and production/operations management. Topics covered will reflect the research interests of the instructor and participants. Participants are required to lead the discussion for at least one paper of their choice. Graded on a satisfactory/unsatisfactory basis.

**BSAN 995. Doctoral Seminar in Analytics and Operations: \_\_\_\_\_ . 2-5 Credits.**

A variable topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor.

**BSAN 998. Independent Study for Doctoral Students. 1-5 Credits.**

Individual study of selected current problems in the field of business administration to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Student must submit written statement of proposed project. Prerequisite: Approval required from supervising faculty member and PhD Team.

**BSAN 999. Doctoral Dissertation. 1-12 Credits.**

(V) Individual research work. Graded on a satisfactory progress/limited progress/no progress basis.

## Business Courses

**BUS 101. Business Majors, Careers and Professional Skills. 3 Credits. SWT**

This course acquaints students with the nature of business majors and careers. With this knowledge, students can explore, engage and implement their academic and career interests within business. Students are introduced to the curricula requirements, expectations of business students, possible career paths, and the necessary professional skills in the business environment. Prerequisite: Open only to students with fewer than 60 hours.

**BUS 110. Introduction to Professionalism. 1 Credits.**

In this course, we position School of Business students for a productive university experience and lay the groundwork for their personal and professional development. We teach it through the lens of self-discovery, self-awareness, self-management, academic planning, personal and professional development, and well-being. This course is open to B.S.B. degree-seeking students as well as pre-business students. Students are encouraged to enroll in their first semester at the School. Students who transfer with 60+ credit hours and an approved similar course may be eligible for an exemption; contact Professionalism Program director for details.

**BUS 115. Excel Essentials for Business. 1 Credits.**

This course introduces students to the fundamental Excel tools that are used by business professionals. Students are exposed to a wide variety of Excel features such as formulas and functions, tables, and charts. After learning about these essential Excel topics, students apply their knowledge of Excel by solving many different business problems. Not open to students who are concurrently enrolled or have credit in IST 310 or IST 321 or BUS 215. Graded on a satisfactory/unsatisfactory basis.

**BUS 120. Emerging Topics in Business. 1 Credits.**

In this course, we expose School of Business students to several cutting edge topics, trends and technologies affecting businesses and business people and encourage students to think about how they will thrive in the face of change. We cover 3-6 topics during the semester. This course is

open to BSB degree-seeking students as well as pre-business students. Students are encouraged to enroll during their second semester in the School.

**BUS 150. Foundations of Business. 3 Credits.**

This course introduces students to the intellectual foundations, historical context, and current environment for modern business, focusing on underlying economic and ethical concepts that guide allocation of resources. Examples of the topics covered include scarcity and property rights, fairness and equity, liberty and externalities, gains and losses from trade, competition and monopoly, intellectual property, and globalization. Enrollment restricted.

**BUS 177. First Year Seminar in Business. 3 Credits. GE11 GLBC**

A limited-enrollment, seminar course for first-time freshmen, organized around current issues in business. Course is designed to meet the critical thinking learning outcome of the KU Core. Does not contribute to major requirements in business. First-year seminar topics are coordinated and approved through the Office of Academic Programs and Experiential Learning. Prerequisite: Open to Freshmen only (less than 30 hours).

**BUS 200. Business Leadership Seminar. 1 Credits.**

This course provides students with structured opportunities to engage in active career and major exploration, support leadership development, build professional skills, and promote self-discovery. The class is held for one hour a week and additional out-of-class activities are required. May be taken more than once; total credit not to exceed four hours. Prerequisite: Admission to the Business Leadership Program. Enrollment is restricted.

**BUS 205. Business Writing and Communication. 2 Credits.**

This course introduces students to the business writing and communication strategies that are essential to workplace success. Students learn and apply strategies to create professional, clear, and concise messages, both written and oral. Students critique and improve business messages, focusing on using persuasive evidence and adapting to a professional audience. Not open to students with credit in BUS 305. Enrollment restricted.

**BUS 210. Career Management and Planning. 1 Credits.**

In this course, we connect School of Business students with a career advisor or area industry mentor and focus on building their career-related knowledge and skills. Students will choose focused learning activities that meet their specific career goals and needs, and they will improve their professional resume and interviewing skills. Prerequisite: BUS 110 or concurrent enrollment. This course is open to students with 30+ credit hours, whether BSB degree-seeking or pre-business students. Students are encouraged to enroll their sophomore year or, if later, their first semester upon admission.

**BUS 215. Applied Excel for Data-Driven Decision Making. 2 Credits.**

This course introduces students to intermediate and advanced spreadsheet skills that are used to analyze business data and solve business problems. Students are expected to master topics such as logical functions, PivotTables, visualization, automation, and predictive modeling. Tools and techniques used to make decisions more efficiently and effectively are emphasized. Students must bring a portable computing device that runs the most current full version of Microsoft Excel that is available for free from KU to every class session. Not open for students with credit in IST 310. Prerequisite: ACCT 200.

**BUS 230. Introduction to Professions in Business. 1 Credits.**

In this course, we explore the breadth of careers available to students earning a business degree and cover a variety of career related topics in multiple business disciplines. We emphasize both current practice

and projected industry trends and involve guest speakers. Students are encouraged to take this course (or ACCT 220, BSAN 220, FIN 220, IST 220, MKTG 220 or SCM 220) their sophomore year or their first year at the School, whichever is later. Check with your advisor to see which 220 course the major requires and when it encourages you to take it. Prerequisite: BUS 210 or BUS 200 or concurrent enrollment.

**BUS 300. Special Topics in Business: \_\_\_\_\_. 1-3 Credits.**

This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of business topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor.

**BUS 305. Business Writing. 3 Credits. GE21 SWT**

This course explores the theory and practice of written communication in business. Students learn strategies for writing clearly, effectively, and in a professional tone and format within different business contexts that require both expository and persuasive writing styles. This course focuses entirely on the writing process, including developing ideas, organizing, drafting, revising, and editing. Classes provide students multiple opportunities to write drafts, receive feedback, and revise their work. This is done in the context of analyzing, discussing, and critiquing different forms of business writing. Not open to students who have taken BUS 105. Prerequisite: Goal 2, Outcome 1.

**BUS 310. Internships with Impact. 1-3 Credits.**

Students will apply skills developed through the School of Business curriculum in an approved internship experience. Students must secure and perform a professional-level internship and complete the BUS 310 application through HireJayhawks. Students should review the BUS 310: Internships with Impact section of the School website for requirements and guidelines. Enrollment in BUS 310 must be approved by the Internship Program Coordinator (email: bus310info@ku.edu) prior to the internship experience. Students will receive one credit hour but may be considered for up to three credit hours under limited circumstances. Prerequisite: BUS 210 or BUS 200 or concurrent enrollment. Approval by the Internship Program Coordinator.

**BUS 400. Special Topics in Business: \_\_\_\_\_. 1-5 Credits.**

A special variable-topic seminar open to seniors and graduate students meeting the requirements established by the faculty members offering the particular seminar. Its purpose is to allow the occasional offering of business-related topics not adequately covered in any regular course available to students of the School of Business. Prerequisite: Determined for each topic by instructor. Enrollment restricted.

**BUS 410. Professionalism Capstone. 1 Credits.**

In this senior-level course, we recognize student accomplishment in the School of Business eProgram, help students integrate and synthesize their development as an aspiring business professional, and lay the groundwork for a successful transition to life after college. Prerequisite: BUS 110, BUS 120, BUS 210, BUS 230 or equivalent, BUS 310, and completion of the "Lift" Badge, as indicated in the ePlatform. Not available to students with fewer than 90 credit hours.

**BUS 450. Literary and Historical Narratives for Professional Enrichment, Honors. 3 Credits. AE51**

This course develops larger possibilities and purposes for students' professional lives through a sampling of timeless narratives that transcend the circumstances of their own time and place. Through a seminar format, students will enjoy the opportunity and pleasures of discovering or remembering the wisdom of leadership unbounded by time or place. A business endeavor demands careful reasoning and creative action if it is to serve those to whom it obligates itself. Timeless literary and historical narratives are a deep well of learning that develop, support, and elevate

professional enrichment. Only open to students admitted to the University Honors Program, the Business Honors Program, or by permission of the instructor. Enrollment by application only.

**BUS 725. Capstone. 6 Credits.**

The capstone course emphasizes leadership, analysis, and decision-making in a practical business environment, where students will demonstrate synthesis and mastery of the concepts explored in previous courses. The course is designed around four discrete blocks in which students will focus their learning through a combination of in-depth study and reflection, with each block ending with a data-driven case study intended to measure individual understanding and application of the ideas addressed in that particular block. Ultimately, the goal of this course is to posture the student to provide practical leadership and sound decisions in a dynamic and complex business environment, achieving what the ancient Greeks termed "phronesis" -practical wisdom that weaves together judgment, intellect, and experience to drive better decision-making in business leaders.

**BUS 801. Professional Skills Development. 0.5 Credits.**

A series of workshops for graduate business students to provide foundational and supplemental skill development in such areas as leadership training, career development, communications, negotiations, ethical behavior, technology, business writing, and market-based thinking. This course is open only to students in the full-time MBA program.

**BUS 802. Professional Skills Development II. 0.5 Credits.**

A series of workshops for graduate business students to provide foundational and supplemental skill development in such areas as leadership, training, career development, communications, negotiations, ethical behavior, technology, business writing and market-based thinking. This course is open only to students in the full-time MBA program.

**BUS 810. Kansas Small Business Projects. 1-4 Credits.**

The course provides an active learning opportunity to complement classroom learning. Many different enrichment activities can be used to provide an opportunity to apply classroom knowledge to specific situations. Some examples of possible enrichment activities include, but are not limited to case competitions, community consulting activities, communication skills workshops, leadership and team building exercises, intensive simulation. The principal objectives of the course are to enhance "doing" skills and help students turn classroom knowledge into action, to emphasize collaboration and team initiatives, to develop collaborative and cooperative behaviors, and to develop an understanding of how "failure" can ultimately be the best learning tool. Topics will vary depending on the enrichment activity. This course may be repeated for credit. This course is open only to students in the full-time MBA program.

**BUS 811. Application and Integration Course. 4 Credits.**

The course provides an active learning opportunity to complement classroom learning. Many different enrichment activities can be used to provide an opportunity to apply classroom knowledge to specific situations. Some examples of possible enrichment activities include, but are not limited to case competitions, community consulting activities, communication skills workshops, leadership and team building exercises, intensive simulation. The principal objectives of the course are to enhance "doing" skills and help students turn classroom knowledge into action, to emphasize collaboration and team initiatives, to develop collaborative and cooperative behaviors, and to develop an understanding of how "failure" can ultimately be the best learning tool. Topics will vary depending on the enrichment activity. This course may be repeated for credit. This course is open only to students in the full-time MBA program.

**BUS 812. Kansas Small Business Projects II. 3 Credits.**

The course provides an active learning opportunity to complement classroom learning. Many different enrichment activities can be used to

provide an opportunity to apply classroom knowledge to specific projects referred by the Kansas Small Business Development Center. Some examples of possible enrichment activities include, but are not limited to case competitions, community consulting activities, communication skills workshops, leadership and team building exercises, intensive simulation. The principal objectives of the course are to enhance "doing" skills and help students turn classroom knowledge into action, to emphasize collaboration and team initiatives, to develop collaborative and cooperative behaviors, and to develop an understanding of how "failure" can ultimately be the best learning tool. Topics will vary depending on the enrichment activity. This course is open only to students in the full-time MBA program. Prerequisite: BUS 810.

**BUS 825. Internship Program. 1 Credits.**

The Internship Program provides a continuous learning opportunity between the first and second year of MBA studies which compliments the comprehensive, research based in class learning with a full immersion clinical experience. The principal objectives of the course are to acquire a meaningful work related education, witnessing how the classroom instruction translates to practical applications and to develop interpersonal and executional skills. This course provides clinical applications of business problem solving and consulting. The course links the models and theories studied in the classroom with field applications to solve real business problems requiring real time analysis, consideration of practical alternative strategies, determination of sales and profit implications of the recommended course of action. A principal objective is for the student to acquire first-hand industry knowledge and witness varying client management styles. Topics include consulting processes and successful consultant characteristics, hypothesis generation, problem identification and differentiation of root cause vs. symptom, application of market research methods, solution modeling, and presentation of solution. This course is open only to students in the full-time MBA program.

**BUS 901. Research Issues in Business Administration. 2 Credits.**

(FS) A core course for Ph.D. students (with the exception of Finance and Management) majoring in business administration. Provides a workshop format for discussion of the currently prevalent research methodologies and problems being addressed in the areas of accounting, finance, human resources management, information systems, marketing, decision sciences, organizational behavior, and strategic management. All Ph.D. students and faculty are encouraged to attend workshops of interest. Prerequisite: Admission to the Ph.D. program.

**BUS 902. Teaching Seminar. 1 Credits.**

(F) The objective of this course is to improve the teaching effectiveness of the participants. Highly effective teachers demonstrate their teaching techniques and discuss the reasons underlying their actions. School of Business Ph.D. students are required to take this seminar during the first semester in which they are the instructor of record for a course.

**BUS 903. Responsible Conduct of Research. 2 Credits.**

The major objectives of this doctoral level course on the responsible conduct of research are to build students' abilities to analyze ethical issues, and to expose students in advance to various issues that may arise while engaging in the research endeavor. Issues will be covered that arise in such areas as research design, data collection and management, the use of human subjects, data analysis, authorship, publication, peer review, and other aspects of professional practice.

## Business Courses

**ENTR 177. The Entrepreneurial Mindset. 3 Credits. GE11 GLBC**

Entrepreneurs are passionate, creative, idea people. They ask the tough why not questions, they seek and seize opportunities, they rarely accept

the status quo, and throughout history entrepreneurs have developed innovative answers to the most challenging issues in technology, business and society. This course will allow students to become rigorous, versatile and agile thinkers by flexing their own critical thinking muscles through an examination of the entrepreneurial mindset. What made entrepreneurs like Steve Jobs, Bill Gates, Mary Kay, Mark Zuckerberg, and Oprah so wildly successful? Are there common characteristics that you may want to adopt to increase the likelihood of your own success? We'll look at them, and look at ourselves to see if and how to apply their innovative techniques to our own pursuits. Maybe starting the next Apple Computer company is in your future. First year seminar topics are coordinated and approved through the Office of Academic Programs and Experiential Learning. Prerequisite: Open to Freshmen only (less than 30 hours).

**ENTR 300. Special Topics in Entrepreneurship: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of business topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by the instructor.

**ENTR 301. Starting Your Own Business. 3 Credits. AE61 CAP**

In this course the student examines the disciplines which comprise the critical success factors in entrepreneurship and develops a fundamental understanding of the basic skill set required to manage his/her own business. The course will emphasize the Entrepreneurial Process in which each of the following disciplines will be introduced so that the student understands meaning, interrelationship and the application of the subject matter. First the student will be introduced to entrepreneurship and the personal attributes which historically have produced successful entrepreneurs. Further, the student will learn how to evaluate business opportunities via Feasibility Analysis which encompasses industry and competitor analysis, developing an effective business model, building a new venture team, developing an effective marketing plan, assessing the new ventures financial strengths and preparing the proper ethical and legal foundation for the new business. Finally, on completion of the course the student will possess a beginning comprehension for getting financing for the new venture and preparing for the challenges of business growth.

**ENTR 302. Financing Your Own Business. 3 Credits.**

This course introduces the non-business student to the language of business, accounting, and its applications in the financial management of new and small business environments. Students will learn how to account for the various activities of the start-up and early stage new venture as well as the importance, utility and construction of financial statements. Further, students will acquire the ability to construct financial projections for a start-up firm and monitor the financial performance of the growing business with a focus on cash flow management. Finally, students will be introduced to various remedies in the event that performance does not meet expectations. Prerequisite: KU Core 34 English requirements (or Goal 1, Outcome 2) and KU Core 34 Math & Statistics requirement (or Goal 2, Outcome 1), or instructor approval.

**ENTR 303. Marketing Your Own Business. 3 Credits.**

This course focuses on the marketing development of new business ideas for small businesses including creating an environment conducive to innovation, recognizing business opportunities, assessing the industry and its potential customer segments, barriers to entry and competitive set. In addition, students will acquire an understanding of the primary marketing tools available to the entrepreneur to drive customer awareness, initial and repeat purchase and the ability to fully integrate each of those tools into a cohesive, integrated marketing plan, all on an extremely limited budget as typifies start up businesses. Upon successful completion of the

course, students will understand how to plan an entrepreneurial marketing program, implement it and evaluate its performance. This includes market analysis, segmentation, the marketing mix of product, price, promotion and distribution and marketing strategy, both long term and annually. Prerequisite: ENTR 301 or ENTR 410, or instructor approval.

**ENTR 304. Launching Your Own Business. 3 Credits.**

This course provides the student with an opportunity to prepare a complete go-to-market business plan for a new venture which leverages the students' major area of study so that following graduation the student has the option of pursuing self employment in the launch of their own business. The students' expertise from their area of major study will be combined with the entrepreneurial skills acquired from the prior three courses in this Certificate sequence. Ideally, this course will originate from the students' school of origin, either selected from a roster of existing qualifying courses or independent study with a faculty member in the students' field of major study. In the event that the students' school of major study cannot provide the teaching resources for independent study, it will be provided by the School of Business, Center for Entrepreneurship. If the faculty at the students' school of origin wants to develop a specific course which completes the Certificate requirements, course preparation funding has been arranged via a grant from the Kauffman Foundation. Prerequisite: ENTR 303.

**ENTR 400. Special Topics in Entrepreneurship: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of entrepreneurship topics not covered by established courses. Prerequisite: ENTR 410 or ENTR 301 and sophomore standing (30 hours completed), or instructor approval.

**ENTR 410. Building Entrepreneurial Competency. 3 Credits. AE61**

Build your entrepreneurial competency—a way of thinking about problem-solving that can be applied across every industry and every type of organization. Topics may include opportunity recognition, opportunity feasibility, idea validation through experimentation, business model construction, and learning from failure. Not open to students with credit in ENTR 301 or BBA 404. Prerequisite: Sophomore standing (30 hours completed) or instructor approval.

**ENTR 430. Corporate Entrepreneurship. 3 Credits.**

This course explores challenges to entrepreneurship and innovation in large established organizations and how entrepreneurial principles can be applied to drive competitive advantage. Applications include exploration and development of new products, business processes, markets, customers, and organizational structures. Prerequisite: ENTR 410 or ENTR 301 and sophomore standing (30 hours completed) or instructor approval.

**ENTR 450. Entrepreneurship Capstone. 3 Credits.**

An integrative, highly experiential course centering on new venture creation. Students will apply cross-disciplinary knowledge and skills to solve a complex entrepreneurial problem and demonstrate the feasibility of a new entrepreneurial venture. Prerequisite: ENTR 410 or ENTR 301 and sophomore standing (30 hours completed), or instructor approval.

**ENTR 460. Entrepreneurial Finance. 3 Credits.**

This course explores finance through an entrepreneurial lens – both from the perspective of the entrepreneur and from the investor, using numerous case studies and examples to illustrate topics. Topics may include designing revenue models, forms and stages of financing, capital structures for new ventures, and evaluating financial statements. Not open to students with credit in ENTR 302. Prerequisite: ENTR 410 or

ENTR 301 and FIN 305 or FIN 310; sophomore standing (30 hours completed) or instructor approval.

**ENTR 470. Entrepreneurial Marketing. 3 Credits.**

An emerging business venture may have the most innovative technology or distinctive service offering, but if there are no customers, the venture is likely to fail. This course is about how a new venture gets, keeps and grows customers to successfully build the business, often under the constraint of limited resources and a high degree of uncertainty. Not open to students with credit in ENTR 303. Prerequisite: ENTR 410 or ENTR 301 and sophomore standing (30 hours completed), or instructor approval.

**ENTR 480. Small Business Management. 3 Credits.**

Small business is a unique form of entrepreneurship, and owners face challenges and opportunities that are distinct from scalable startups and large established organizations. This course looks at the various aspects of owning and managing a small business, family business or franchise, with the owners having close control over operations and management decisions. Not open to students with credit in BBA 409. Prerequisite: ENTR 410 or ENTR 301 and sophomore standing (30 hours completed) or instructor approval.

**ENTR 490. Solving Wicked Problems. 3 Credits.**

Wicked problems are those that are seemingly impossible to solve. This course examines complex and challenging societal problems, and how they might be addressed through the tools of entrepreneurship. This course will utilize numerous case studies and examples to illustrate problems and explore solutions. Prerequisite: ENTR 410 or ENTR 301 and sophomore standing (30 hours completed) or instructor approval.

**ENTR 500. Individual Research in Entrepreneurship: \_\_\_\_\_. 1-5 Credits.**

Individual study of selected topics in entrepreneurship not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Enrollment restricted.

**ENTR 701. Building Entrepreneurial Competency. 3 Credits.**

Build your entrepreneurial competency—a way of thinking about problem solving that can be applied across every industry and every type of organization. Topics may include opportunity recognition, opportunity feasibility, idea validation through experimentation, business model construction and learning from failure. Prerequisite: Accredited undergraduate degree.

**ENTR 702. Entrepreneurial Finance. 3 Credits.**

This course explores finance through an entrepreneurial lens – both from the perspective of the entrepreneur and from the investor, using numerous case studies and examples to illustrate topics. Topics may include designing revenue models, forms and stages of financing, capital structures for new ventures, and evaluating financial statements. Prerequisite: Accredited undergraduate degree.

**ENTR 703. Entrepreneurial Marketing. 3 Credits.**

An emerging business venture may have the most innovative technology or distinctive service offering, but if there are no customers, the venture is likely to fail. This course is about how a new venture gets, keeps and grows customers to successfully build the business, often under the constraint of limited resources and a high degree of uncertainty. Prerequisite: Accredited undergraduate degree.

**ENTR 704. Launching Your Own Business. 3 Credits.**

This course provides the student with an opportunity to prepare a complete go-to-market business plan for a new venture which leverages the students' major area of study so that following graduation the student

has the option of pursuing self employment in the launch of their own business. The students' expertise from their area of major study will be combined with the entrepreneurial skills acquired from the prior three courses in this Certificate sequence. Ideally, this course will originate from the students' school of origin, either selected from a roster of existing qualifying courses or independent study with a faculty member in the students' field of major study. In the event that the students' school of major study cannot provide the teaching resources for independent study, it will be provided by the School of Business, Center for Entrepreneurship. If the faculty at the students' school of origin wants to develop a specific course which completes the Certificate requirements, course preparation funding has been arranged via a grant from the Kauffman Foundation. Not open to students in the School of Business. Prerequisite: ENTR 703.

**ENTR 751. Building Entrepreneurial Competency. 3 Credits.**

Build your entrepreneurial competency—a way of thinking about problem solving that can be applied across every industry and every type of organization. Topics may include opportunity recognition, opportunity feasibility, idea validation through experimentation, business model construction and learning from failure. Prerequisite: Accredited undergraduate degree.

**ENTR 752. Entrepreneurial Finance. 3 Credits.**

This course explores finance through an entrepreneurial lens – both from the perspective of the entrepreneur and from the investor, using numerous case studies and examples to illustrate topics. Topics may include designing revenue models, forms and stages of financing, capital structures for new ventures, and evaluating financial statements. Prerequisite: Accredited undergraduate degree.

**ENTR 753. Entrepreneurial Marketing. 3 Credits.**

An emerging business venture may have the most innovative technology or distinctive service offering, but if there are no customers, the venture is likely to fail. This course is about how a new venture gets, keeps and grows customers to successfully build the business, often under the constraint of limited resources and a high degree of uncertainty. Prerequisite: Accredited undergraduate degree.

**ENTR 850. Advanced Entrepreneurship. 3 Credits.**

This course will focus on identifying and evaluating the business opportunity, the strategies to be developed and implemented as well as entrepreneurial capabilities required for marketplace success. Development of a robust and compelling business concept will be emphasized. Analyses of the industry, competition, the new business points of strategic leverage, creation of an effective business model and funding strategies will be studied. Financing the new venture, sourcing and structuring the required deal capital will be explored and attention to managing rapid growth and exit strategies will be provided.

**ENTR 895. Graduate Seminar Entrepreneurship: \_\_\_\_\_. 0.5-5 Credits.**

A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor.

**ENTR 898. Independent Study for Master's Students. 1-6 Credits.**

Individual study of selected current problems in the field of entrepreneurship to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

## Business Courses

**FIN 101. Personal Finance. 3 Credits. GE12 SWT MTS**

This course will provide the tools to help you better understand and improve the financial decisions you'll make throughout your life. You will learn how to analyze the financial effects of spending and investing decisions and how to use credit well, including credit cards. You will develop an understanding of the basics of mortgages, purchase (buy) versus lease (rent) decisions, savings, investments, and insurance. You will acquire an appreciation of the time value of money that provides a foundation for reasonable financial planning. Given the basic tools and terminology you'll learn, the course will help you develop solutions to various practical financial problems that you will face. Not open to students who have taken FIN 301. This course is open to all university students.

**FIN 208. Principles of Insurance. 3 Credits.**

This course provides an introduction to insurance, with emphasis on the distribution, underwriting, claim, and actuarial functions of an insurance company. The role and types of reinsurance are also examined, as are the regulatory activities that impact an insurance company's operations. Not open to students who have taken FIN 408 or Business School students.

**FIN 230. Introduction to the Finance Profession. 1 Credits.**

In this course, we introduce current Finance students to possible career opportunities in the profession. Students will have an opportunity to interact with current Finance professionals in multiple fields. We emphasize both current practice and projected industry trends and involve guest speakers. Note: Check with your Major to see which 230 course it requires (ACCT 230, BSAN 230, BUS 230, FIN 230, IST 230, MKTG 230 or SCM 230) and when it encourages you to take it. Prerequisite: BUS 210 or BUS 200 or concurrent enrollment.

**FIN 301. Personal Finance. 3 Credits. GE12 MTS**

This course will provide the tools to help you better understand and improve the financial decisions you'll make throughout your life. You will learn how to analyze the financial effects of spending and investing decisions and how to use credit well, including credit cards. You will develop an understanding of the basics of mortgages, purchase (buy) versus lease (rent) decisions, savings, investments, and insurance. You will acquire an appreciation of the time value of money that provides a foundation for reasonable financial planning. Given the basic tools and terminology you'll learn, the course will help you develop solutions to various practical financial problems that you will face. Not open to students who have taken FIN 101. This course is open to all university students.

**FIN 302. Finance Scholars I: Introduction to Financial Institutions. 1 Credits.**

This course acquaints students with the financial institutions. Topics include a review of major international, national, regional money center institutions, investment management and other related institutions. The management and key revenue generators for these institutions will also be discussed. Enrollment restricted.

**FIN 303. Finance Scholars II: Financial Careers and Institutions. 1 Credits.**

This course acquaints students with the careers in financial institutions. Topics include: careers in major international, national, and regional money center institutions; ethical issues related to financial careers; a comparison of recruiting practices in investment banks, investment management, and corporate finance positions. Placement and recruiting practices in those institutions would be reviewed. Enrollment restricted.

**FIN 305. Finance and Accounting. 3 Credits.**

This course introduces students to the basics of financial accounting and financial decision making by business firms. Topics include analysis of financial statements to understand a firm's financial health and performance, valuation of securities, capital budgeting, risk and return, debt and equity financing, and the cost of capital. Not open to students with credit in BBA 306, FIN 310, or FIN 311. Prerequisite: KU Core 34 English requirements (or Goal 1, Outcome 2) and KU Core 34 Math & Statistics requirement (or Goal 2, Outcome 1), or instructor approval.

**FIN 310. Finance. 3 Credits.**

This course consists of the analysis of problems relating to estimating the financial needs of an enterprise and to evaluating the alternative means of providing and utilizing both temporary and permanent capital. The relationship of current financial decisions with financial policy is analyzed from the viewpoint of management and the stockholder. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**FIN 311. Finance, Honors. 3 Credits.**

Honors treatment of this course consists of the analysis of problems relating to estimating the financial needs of an enterprise and to evaluating the alternative means of providing and utilizing both temporary and permanent capital. The relationship of current financial decisions with financial policy is analyzed from the viewpoint of management and the stockholder. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**FIN 324. Risk Management Foundations. 3 Credits.**

Students are introduced to a holistic approach to risk and risk management strategies in support of organizational objectives. Enterprise risk management concepts are emphasized. Prerequisite: FIN 305.

**FIN 330. Introduction to Financial Planning and Retirement. 3 Credits.**

This course is a fundamental introduction to personal financial planning and retirement planning. The course will survey the economic, ethical, and regulatory environment of the profession as well as the basic tools and techniques used in support of the financial planning process. Retirement planning topics covered include retirement needs analysis, employee benefit and retirement plans, social security, and enterprise retirement plan selection and succession planning. Prerequisite: Goal 1, Outcome 2 and Goal 2, Outcome 1 and ACCT 200 or FIN 305.

**FIN 400. Special Topics in Finance: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of finance topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted.

**FIN 408. Principles of Insurance. 3 Credits.**

This course provides an introduction to insurance, with emphasis on the distribution, underwriting, claim, and actuarial functions of an insurance company. The role and types of reinsurance are also examined, as are the regulatory activities that impact an insurance company's operations. Not open to students who have taken FIN 208.

**FIN 410. Investment Theory and Applications. 3 Credits.**

This course emphasizes the theoretical and practical aspects of investments. Financial instruments such as common stocks, bonds, options, futures, and mutual funds are analyzed in a theoretical context using efficient market theory, capital market theory, option pricing, and stock valuation models. Experience in practical applications is generally obtained through the use of case studies. Prerequisite: FIN 310 or FIN 311. Enrollment restricted.

**FIN 411. Investment Theory and Applications, Honors. 3 Credits.**

Honors treatment of this course emphasizes the theoretical and practical aspects of investments. Financial instruments such as common stocks, bonds, options, futures, and mutual funds are analyzed in a theoretical context using efficient market theory, capital market theory, option pricing, and stock valuation models. Experience in practical applications is generally obtained through the use of case studies. Prerequisite: FIN 310 or FIN 311. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor.

**FIN 413. Financial Markets and Intermediaries. 3 Credits.**

Explores the financial institutions that create credit and liquidity for businesses and other borrowers, the financial instruments that facilitate credit and liquidity creation, and the markets in which those instruments are sold or traded. Special emphasis is paid to commercial banks, but non-depository intermediaries such as finance companies, mortgage banks, insurance companies and investment banks are also discussed. Presents and analyzes the workings of money markets, bond markets, commercial loan markets, mortgage markets and foreign exchange markets. Throughout the course, the determination of interest rates, as well as the sources and implications of credit risk, liquidity risk and interest rate risk, are central to the discussion. The course closes with an introduction to risk management at financial intermediaries using on-balance sheet (e.g., loan underwriting, asset-liability management) and off-balance sheet (e.g., asset securitization, interest rate, foreign exchange and credit derivatives) tools. Prerequisite: FIN 310 or FIN 311. Enrollment restricted.

**FIN 414. Financial Markets and Intermediaries, Honors. 3 Credits.**

Honors treatment of this course explores the financial institutions that create credit and liquidity for businesses and other borrowers, the financial instruments that facilitate credit and liquidity creation, and the markets in which those instruments are sold or traded. Special emphasis is paid to commercial banks, but non-depository intermediaries such as finance companies, mortgage banks, insurance companies and investment banks are also discussed. Presents and analyzes the workings of money markets, bond markets, commercial loan markets, mortgage markets and foreign exchange markets. Throughout the course, the determination of interest rates, as well as the sources and implications of credit risk, liquidity risk and interest rate risk, are central to the discussion. The course closes with an introduction to risk management at financial intermediaries using on-balance sheet (e.g., loan underwriting, asset-liability management) and off-balance sheet (e.g., asset securitization, interest rate, foreign exchange and credit derivatives) tools. Prerequisite: FIN 310 or FIN 311. Open only to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor.

**FIN 415. Corporate Finance. 3 Credits.**

Building on the concepts of present value, the focus of this course is on the theory of and methods for corporate asset selection. The course includes coverage of important technical issues such as risk analysis, evaluation of mutually exclusive projects, capital rationing, and leasing. Some attention usually will be devoted to the topic of project financing. Prerequisite: FIN 310 or FIN 311. Enrollment restricted.

**FIN 420. International Finance. 3 Credits.**

The economic determinants of exchange rates are discussed. This is followed by an examination of the financing problems faced by the multinational corporation and the international portfolio manager, arising from the international nature of their environment. Topics include spot, forward, futures, and options markets in foreign currency, international risk management, purchasing power parity, interest rate parity, covered

interest arbitrage, and contemporary issues in international financial management. Prerequisite: FIN 413 or FIN 414. Enrollment restricted.

**FIN 421. International Finance, Honors. 3 Credits.**

Honors treatment of this course consists of the discussion of economic determinants of exchange rates. This is followed by an examination of the financing problems faced by the multinational corporation and the international portfolio manager, arising from the international nature of their environment. Topics include spot, forward, futures, and options markets in foreign currency, international risk management, purchasing power parity, interest rate parity, covered interest arbitrage, and contemporary issues in international financial management. Prerequisite: FIN 413 or FIN 414. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor. Enrollment restricted.

**FIN 422. Financial Modeling. 3 Credits.**

This course is designed to develop practical financial modeling skills. Students will build financial models in Excel using actual case studies, current methodologies, best practices, and sensitivity analyses. The course will give an in-depth understanding of financial statement modeling, DCF, trading comps, and transaction comps modeling. Prerequisite: FIN 310 or FIN 311. Enrollment restricted.

**FIN 424. Enterprise Risk Management. 3 Credits.**

This course takes a holistic approach to risk management by viewing risk through strategic, operational, financial, and hazard risk lenses. Strategies for risk planning, identification, analysis, treatment, and monitoring are explored. Prerequisite: FIN 310 or FIN 311.

**FIN 425. Futures and Options. 3 Credits.**

This course examines the use of forwards, futures, swaps, options, and related financial derivatives for hedging, arbitrage, and speculative purposes in the global environment. The course focuses on understanding how firms can manage interest rate risk, exchange rate risk, and commodity price risk using these derivatives. The emphasis is on understanding the motivation and the techniques behind financial engineering with these derivatives, as practiced by firms and individuals to maximize value in global markets. Prerequisite: FIN 410 or FIN 411. Enrollment restricted.

**FIN 428. Real Estate Investment. 3 Credits.**

Students study real estate as an investment asset class. Students first study home pricing, mortgage financing, the buy-versus-rent decision, and other aspects of residential real estate. Then students study investment fundamentals of income-producing commercial property segments (multifamily, office, industrial, and retail). Students apply economic concepts and analytical models for valuing income-producing properties. Finally, students investigate investment vehicles for portfolio investment in real estate such as REITs, real estate-sensitive industrial sectors, mutual funds, and ETFs. (Not open to students with credit in FIN 400: Real Estate Investment.) Prerequisite: FIN 413 or FIN 414. Enrollment restricted.

**FIN 430. Financial Planning Capstone. 3 Credits.**

This course takes an experiential learning approach to integrate all aspects of the financial planning process. Students will use and deepen their knowledge of retirement planning, investment management, estate planning, risk management, and taxation to analyze client situations and develop and communicate a comprehensive financial plan. Prerequisite: FIN 330 and (FIN 410 or FIN 411).

**FIN 435. Commercial Banking. 3 Credits.**

An in-depth study of commercial banking. The primary focus is the value maximization of the bank, given the legal, technological, economic, and competitive constraints facing bank managers. A second focus is the central role played by commercial banks in financing small, middle-

market, and large businesses. The course emphasizes bank investment decisions (e.g., underwriting loans), financing decisions (generating deposits, capital adequacy), risk-management decisions (loan portfolio diversification, managing credit risk and liquidity, hedging interest rate risk), bank business strategies, and the government regulations under which banks must operate. Prerequisite: FIN 413 or FIN 414. Enrollment restricted.

**FIN 445. Fixed Income. 3 Credits.**

This course is an introduction to bond markets and bond derivatives. Bonds and associated financial derivatives include securities that promise a fixed income stream and by extension all securities whose valuation and hedging are related to interest rates. The objective of this course is to provide students with a guide to financial markets, institutions and instruments associated with debt funds and help them to understand the determinants of the general level and structure of interest rates. The focus of this course is on the concepts and tools that are useful to understand and interpret real world issues related to debt markets. Prerequisite: FIN 410 or FIN 411 and FIN 413 or FIN 414. Enrollment restricted.

**FIN 448. Business Valuation. 3 Credits.**

Apply finance principles to measure and manage the value of companies using a professional's step-by-step approach. In this course, students estimate free cash flows, economic value added, and cost of capital. They also forecast accounting statements, compare absolute and relative valuation techniques, and evaluate restructuring opportunities and potential flexibility options. Prerequisite: FIN 415 or FIN 416. Corequisite: ACCT 321 or ACCT 410 or ACCT 411. Enrollment restricted.

**FIN 450. Applied Portfolio Management, Honors. 4 Credits.**

Honors treatment of this course provides the student with practical portfolio experience. Students actually and collectively manage funds in an endowment account of the benefit of the University and the School of Business. Experienced instructors, speakers, and financial analysts from Wall Street give the class a hands-on real life experience in analyzing and managing securities. The student will be familiarized with many different applied valuation procedures such as cash flows and growth models in an event driven context, as well as market capitalization techniques. Individual securities and stock options are analyzed on a continuing basis. Prerequisite: FIN 410 or FIN 411. Enrollment by application only.

**FIN 454. Portfolio Strategy. 3 Credits.**

Investors construct portfolios by choosing allocations across asset classes and by selecting funds or managers within each asset class. This course will (1) examine methods to forecast return and risk across asset classes, including fixed income, equities, real assets, venture capital, buyouts, and hedge fund strategies, (2) describe ways to evaluate the performance of fund managers relative to appropriate benchmarks, and (3) consider optimal allocations among fund managers in various asset classes. Prerequisite: FIN 410 or FIN 411. Enrollment restricted.

**FIN 455. Commercial Credit Analysis. 3 Credits.**

In this course, students will learn about the assessment of a company's creditworthiness, loan terms, structuring of loan contracts, loan monitoring, and problem-loan management in the context of commercial lending. Students will also receive an introduction to credit risk modeling. Prerequisite: FIN 415 or FIN 416.

**FIN 462. Mergers and Acquisitions. 3 Credits.**

This is a course about corporate "deals" - corporate transactions that change who owns a business or who controls it. Naturally, the course covers classical mergers and acquisitions, including the financial, strategic and regulatory issues. However, it also covers corporate governance and control, IPO's (initial public offerings), financial distress, and venture capital and private equity. Finally, deals require deal-makers - the

investment bankers. We'll touch on aspects of investment banking, an industry that majors in finance and MBA's often work in or have contact with. Prerequisite: FIN 415 or FIN 416. Enrollment restricted.

**FIN 468. Corporate Financial Policy. 3 Credits.**

The course will have three primary objectives. First, students will review basic valuation methods, including instruction on the location of relevant resources. Some advanced valuation techniques will be examined, e.g., APV, multiples and capital cash flow. Finally, students will work to apply these techniques to particular corporate financial decisions. Prerequisite: FIN 415 or FIN 416. Enrollment restricted.

**FIN 470. Trading Strategies. 3 Credits.**

This course provides an academic treatment of equity trading strategies used by sophisticated investors. It shows how to implement these strategies, discusses why they have produced positive risk-adjusted returns in the past, and under what circumstances they may have a chance of outperforming in the future. The course combines academic research, institutional facts, and practical insights about topics such as investor psychology, active and passive investments, risk-adjusted performance measures, equity strategies, global macro investing, arbitrage strategies, and environmental, social and governance (ESG) investing. Prerequisite: FIN 410 or FIN 411.

**FIN 500. Individual Research in Finance. 1-5 Credits.**

Individual study of selected topics in finance not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: Approval of proposed plan of study by the instructor. Enrollment restricted.

**FIN 600. Advanced Portfolio Management. 3 Credits.**

This course is designed to give students increased practical portfolio experience. Students actually and collectively manage funds in an endowment account of the benefit of the University and the School of Business. Students will analyze portfolio decisions and determine the risk/reward profile of the portfolio. The student will apply many different valuation models to current and potential equity holdings in the portfolio. Individual securities and stock options are analyzed on a continuing basis. Enrollment restricted.

**FIN 701. Finance. 3 Credits.**

This course provides an overview of the challenges associated with the financial management of firms. The focus is on the practices followed by managers in raising and investing capital so as to maximize value. Topics include cash planning, working capital management, operating and financial risks, valuation of real and financial assets, and the cost of capital. Prerequisite: ACCT 701 or ACCT 706.

**FIN 702. Business Finance for Supply Chain Management. 3 Credits.**

Adopting the perspective of the CFO, this course focuses on the problems and opportunities, analytic methods, and solutions in the businesses' (1) working capital management, (2) long-term capital investments, and (3) financing. The unifying theme involves balancing expected return and risk in order to maximize the financial value of the enterprise.

**FIN 706. Finance. 3 Credits.**

This course provides an overview of the challenges associated with the financial management of firms. The focus is on the practices followed by managers in raising and investing capital so as to maximize value. Topics include cash planning, working capital management, operating and financial risks, valuation of real and financial assets, and the cost of capital. Prerequisite: Prior completion or co-enrollment in ACCT 706.

**FIN 724. Operational Risk Management. 3 Credits.**

This course explores real and financial risks faced by businesses and the management of those risks. Topics include risk identification, risk evaluation, and the management of risk through the use of insurance. Prerequisite: FIN 701.

**FIN 728. Fair Valuation. 3 Credits.**

Apply finance principles to value entire businesses as well as their assets and liabilities, primarily based on financial reporting and tax accounting standards. The course begins with conducting valuation research, reorganizing financial statements, and interpreting financial ratios. Then values are estimated using the income (discounted cash flow) method, the market (multiples) method, and the asset (adjusted cost) method. In addition, the valuations of typical intangible assets including goodwill are addressed, and option valuation techniques for contingent items are introduced. The course also examines discounts for lack of control and for lack of marketability. Prerequisite: FIN 310 or FIN 311 or FIN 701 or FIN 706 or equivalent.

**FIN 749. Advanced Topics in Finance: \_\_\_\_\_. 3 Credits.**

A variable-topic course open only to graduate students in the Working Professional MBA program. Finance Topics can include derivatives and risk management, alternative investment strategy, entrepreneurial finance, fixed income, real estate finance, or other similar topics in finance, investments or valuation.

**FIN 751. Corporate Finance. 3 Credits.**

This course explores how businesses evaluate investment opportunities, deploy capital to enhance firm value, and raise capital to support business investment and growth. Principal objectives include: understanding the application of discounted cash flow techniques to evaluate investment opportunities and potential acquisitions; understanding alternative valuation techniques and their use in the analysis of real options; understanding how both young and mature firms raise capital from financiers and financial markets, as well as the factors that affect how firms choose to raise capital; and understanding the interaction between a firm's financing structure and its investment and payout policies. Topics include discounted cash flow techniques, real options analysis, capital structure, dividend payout policy, security issuance, mergers and acquisitions, and corporate governance. Prerequisite: FIN 706 or equivalent.

**FIN 752. Financial Institutions and Markets. 3 Credits.**

This course explores the financial institutions that create credit and liquidity for businesses and other borrowers, the financial instruments that facilitate credit and liquidity creation, and the markets in which those instruments are sold or traded. Current issues in conjunction with historical and evolutionary developments are a hallmark of this course. Throughout the course, the determination of interest rates, as well as the sources and implications of credit risk, liquidity risk and interest rate risk, are central to the discussion. The course closes with an introduction to risk management at financial intermediaries using on-balance sheet (e.g., loan underwriting, asset-liability management) and off-balance sheet (e.g., asset securitization, interest rate and credit derivatives) tools. Prerequisite: FIN 706 or equivalent.

**FIN 753. Investments. 3 Credits.**

This course introduces theoretical concepts and analytical tools essential to investment management by individual investors and portfolio managers. The goal of this class is to provide a structure to address investment problems in a systematic manner. Topics include security risk and return; portfolio theory; valuation of financial instruments such as bonds, common stocks, and options; asset allocation; and performance evaluation of portfolios and portfolio managers. Prerequisite: FIN 706 or equivalent.

**FIN 808. Principles of Insurance. 3 Credits.**

This course provides an introduction to risk and insurance, with emphasis on the distribution, underwriting, claim, and actuarial functions of an insurance company. The role and types of reinsurance are also examined, as are the regulatory activities that impact an insurance company's operations.

**FIN 810. Financial Management. 3 Credits.**

This course provides an overview of the problems associated with the financial management of business firms. The focus is on the practices followed by managers in raising and investing capital so as to maximize value. Prerequisite: ACCT 810. This course is only open to full-time MBA students.

**FIN 820. Macroeconomics and Financial Markets. 3 Credits.**

This course explores the national and global macro economies and the influence of financial markets on decision-making by firms and individuals. Understanding, analyzing, and forecasting economic indicators are key aspects of this course. The objectives of this course are to understand economic indicators and observe their impacts on national and global economies, to appreciate how financial markets aggregate economic information into interest rates and securities prices and thus influence decision-making by firms and individuals, to use data to construct forward-looking economic models, to understand and use economic indicators in short-run business decision-making and long-run business planning, and to appreciate how government policies can enhance or impair the functioning of markets and the behavior of firms and individuals. Topics in the course include economic growth, employment and labor markets, inflation, exchange rates, monetary policy, fiscal policy, capital markets, credit markets, economic indicators, trend analysis and forecasts, the language of the economics, and the financial press. This course is open only to students in the full-time MBA program. Prerequisite: ACCT 810 and FIN 810. This course is only open to Full Time MBA Students.

**FIN 821. Corporate Finance. 3 Credits.**

This course explores how businesses evaluate investment opportunities and deploy capital to enhance firm value. Principal objectives include identification of incremental cash flows and growth options generated by business investment, application of discounted cash flow techniques to evaluate investment opportunities and firms, understanding of alternative valuation techniques and their use in the analysis of real options, understanding interactions between a firm's financing structure and its investment policies, and identification of managerial incentives and how a firm's governance structure affects investment policy and firm valuation. Topics include incremental cash flow identification, discounted cash flow techniques, real options analysis, leverage, cost of capital, corporate governance. Prerequisite: ACCT 810 and FIN 810. This course is open only to students in the full-time MBA program.

**FIN 824. Enterprise Risk Management. 3 Credits.**

This course takes a holistic approach to risk management by viewing risk through strategic, operational, financial, and hazard risk lenses. Strategies for risk planning, identification, analysis, treatment, and monitoring are explored. Prerequisite: FIN 810.

**FIN 830. Investments. 3 Credits.**

This course introduces theoretical concepts and analytical tools essential to investment management by individual investors and portfolio managers. The goal of this class is to provide MBA students with a structure to address investment problems in a systematic manner. Topics include factors that affect security risk and return, portfolio theory, valuation and selection of financial instruments such as bonds, common stocks, and options, asset allocation in a portfolio framework, and performance evaluation of portfolios and portfolio managers. Principal objectives are to apply financial theory and develop analytical models that explain security risk and return in a portfolio framework, to explain

risks and returns associated with alternative asset allocation strategies, to evaluate the performance of portfolios and portfolio managers, and to value securities such as bonds, stocks, and options. Prerequisite: FIN 810. This course is open only to students in the full-time MBA program.

**FIN 831. Financing Business Growth. 3 Credits.**

This course evaluates alternative means of financing business operations and capital investment. The principal objectives are to evaluate the effects of alternative financial structures on a firm's risk, cost of capital, and valuation; to understand how young entrepreneurial firms raise capital from financiers and financial markets, including sources such as angel investors, bank loans, venture capital, private equity, and initial public offerings; to understand how mature firms raise capital via seasoned equity issuance, corporate bonds, and leases, and how financial terms affect mergers and acquisitions, and to appreciate how firms engage in financial restructuring, including bankruptcy, subsequent to financial distress. Topics include leverage and financial risk, venture capital, private equity, public equity, bond financing, leasing, financial distress. Prerequisite: FIN 810. This course is open only to students in the full-time MBA program.

**FIN 840. Applied Portfolio Management. 4 Credits.**

This course provides the student with practical portfolio experience. Students actually and collectively manage funds in an endowment account for the benefit of the University and the School of Business. Experienced instructors, speakers, and financial analysts from Wall Street give the class a hands-on real life experience in analyzing and managing securities. The student will be familiarized with many different applied valuation procedures such as cash flows and growth models in an event driven context, as well as market capitalization techniques. Individual securities and stock options are analyzed on a continuing basis for inclusion or exclusion in the portfolio. Prerequisite: FIN 410 or FIN 411 or FIN 810 or ACCT 810. Enrollment by application only.

**FIN 898. Independent Study for Master's Students. 1-6 Credits.**

Individual study of selected current problems in the field of finance to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

**FIN 901. Current Research in Finance. 2 Credits.**

This course provides a seminar format for a discussion of the currently prevalent research topics, methods, and problems being addressed in the area of finance. All first year PhD students in finance will enroll in this course their first semester in the doctoral program.

**FIN 937. Seminar in Business Finance. 3 Credits.**

This course is designed to develop the students' analytical abilities. Course material is of a theoretical and empirical nature. Advanced topics in financial management of business firms are covered. Special emphasis is given to long-term financing topics. Prerequisite: Admitted to the Business Ph.D. program.

**FIN 938. Seminar in Investments. 3 Credits.**

A study of advanced topics in investments, capital markets, and portfolio theory. Special emphasis is given to the theory of efficient markets. The course is designed to cover recent analytical and empirical literature in the investment area. Prerequisite: Must be admitted to the Business Ph.D. program.

**FIN 939. Seminar in Financial Institutions. 3 Credits.**

A survey of the academic literature in financial institutions. The reading list will vary depending on the instructor. May include both seminal theoretical papers and/or recent empirical studies on the role and importance of financial institutions in market economies. Prerequisite: Consent of Instructor.

**FIN 995. Doctoral Seminar in Finance: \_\_\_\_\_. 2-5 Credits.**

A variable topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor.

**FIN 998. Independent Study for Doctoral Students. 1-5 Credits.**

Individual study of selected current problems in the field of business administration to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Student must submit written statement of proposed project. Prerequisite: Approval required from supervising faculty member and PhD Team.

**FIN 999. Doctoral Dissertation. 1-12 Credits.**

(V) Individual research work. Graded on a satisfactory progress/limited progress/no progress basis.

## Business Courses

**IBUS 300. Special Topics in International Business: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic course open to undergraduates meeting the prerequisites for the specific topic being offered. Its purpose is to allow the occasional offering of international business topics not covered by established courses. Enrollment is not limited to School of Business students. Prerequisite: Determined for each topic by instructor.

**IBUS 400. Special Topics in International Business: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of international business topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted.

**IBUS 410. Introduction to International Business. 3 Credits. AE42**

This course provides an overview of the international business environment and explores its implications for firms and managers. Students will analyze the political, economic, legal and socio-cultural forces that shape the conduct of business in and across divergent cultural and institutional settings and examines theories and trends in international trade and investment from the perspective of a manager doing business across borders. Not open to students with credit in BBA 307 or BBA 411. Prerequisite: Enrollment restricted or permission of the instructor.

**IBUS 415. Business in Latin America. 3 Credits.**

This course analyzes the unique aspects of the Latin American business environment and the major managerial issues that are likely to confront firms and individuals doing business in the region. The first part of the course develops analytic skills for assessing country environments. The second part of the course focuses on making corporate and managerial decisions in the Latin American context. Prerequisite: Corequisite: IBUS 410 or permission of the instructor. Enrollment restricted.

**IBUS 425. Business in East Asia. 3 Credits.**

This course analyzes the unique aspects of the East Asian business environment and the major managerial issues that are likely to confront firms and individuals doing business in the region. The first part of the course develops knowledge about the region and skills for assessing it as a place for business. The second part of the course focuses on the performance of key management functions in the East Asian context such as marketing, finance, supply chain and human resource management.

Prerequisite: Corequisite: IBUS 410 or permission of the instructor. Enrollment restricted.

**IBUS 462. Comparative and Cross-Cultural Management. 3 Credits. AE42**

This course examines in depth how culture, in all its aspects, is the major determinant of successful organizational performance and management practices in the global workplace. This is accomplished by comparing and contrasting various cultural norms and values, and demonstrating how those differences impact business in the areas of communication (verbal and nonverbal), relationship building, the role of the manager, the functioning of teams and group dynamics, negotiation, conflict resolution, and decision making. Students will also examine the influences of culture on legal and governmental considerations in business, organization structures and corporate culture. The basis for cultural norms and comparisons used in this course are drawn from all areas of the world. The emphasis is on developing the awareness and skills necessary for managing multicultural diversity in both domestic and international settings. Prerequisite: Corequisite: MGMT 310 or MGMT 311, or MGMT 305, or permission of the instructor. Enrollment restricted.

**IBUS 480. International Management. 3 Credits. AE42**

This course provides an overview of the essential managerial issues that firms and individuals will confront and must master to successfully operate in the international business setting. This is accomplished by introducing the student to an array of practical concepts, analytical frameworks and vital managerial techniques that will be useful to the international manager. Specific topics covered include the role of culture in global business, ethics and social responsibility in a multicultural setting, strategy development and organizational structure models for multinational operations, methods for analyzing and evaluating potential foreign markets and modes for foreign market entry. Also covered is the impact of a global scope of operations on basic management functions including marketing, finance, and human resource management. Not open to students with credit in BBA 307 or BBA 411. Prerequisite: Corequisite: MGMT 310 or MGMT 311 or MGMT 305, MKTG 310 or MKTG 311 and FIN 310 or FIN 311 or permission of the instructor. Enrollment restricted.

**IBUS 499. Short-Term Study Abroad. 3 Credits.**

Short-term individual study of selected topics in international business not otherwise available to the student. This will typically be a 2-week study abroad format. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Enrollment restricted. Prerequisite: FIN 310 or FIN 311, MGMT 310 or MGMT 311, MKTG 310 or MKTG 311 and SCM 310 or SCM 311; 3.0 professional grade point average and approval of proposed plan of study by the instructor.

**IBUS 500. Individual Research in International Business. 1-5 Credits.**

Individual study of selected topics in international business not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: FIN 310 or FIN 311, MGMT 310 or MGMT 311, MKTG 310 or MKTG 311 and SCM 310 or SCM 311; 3.0 professional grade point average and approval of proposed plan of study by the instructor. Enrollment restricted.

**IBUS 701. International Business. 3 Credits.**

This course aims to provide an understanding of the basic concepts, institutions, and practices of international business, and their implications for business decision making. Topics include the causes and consequences of globalization, the political, economic, legal and socio-cultural differences across countries, and the institutional arrangements

governing cross-border flows of trade, investment and intellectual property. Enrollment restricted.

**IBUS 718. International Business. 3 Credits.**

This course examines the basic concepts, institutions, and practices of international business, and their implications for business decision-making. The main objectives of this course include developing an understanding of cross-national differences in political, economic, legal, and socio-cultural systems. The course will place special emphasis on understanding the unique institutions of emerging economies and their implications for doing business in these countries, and the effects of differences in culture on the practice of managements in different parts of the world. Topics include the principal theories of government policies on, and international institutional arrangements for international trade and foreign direct investment. The course will examine the key factors affecting a firm's foreign market entry decisions.

**IBUS 740. Business Practices in China. 3 Credits.**

This course provides students an opportunity to learn about business in China by observing it in practice. Students will travel to China to visit a variety of companies and meet with their managers to learn about the unique opportunities and challenges faced by companies operating in China. Company visits will be selected to include both manufacturing and services firms and to reflect a variety of ownership structures (foreign subsidiaries, locally-owned companies, joint-ventures, etc.). Lectures from faculty at a Chinese host institution will provide specific information on the local business environment and cultural, historical and institutional context. Prerequisite: IBUS 701 or IBUS 718 or IBUS 820. Enrollment restricted.

**IBUS 741. Business Practices in Latin America. 2 Credits.**

This course provides students an opportunity to learn about business in Latin America by observing it in practice. Students will travel to a Latin American country to visit a variety of companies and meet with their managers to learn about the unique opportunities and challenges faced by companies operating in Latin America. Company visits will be selected to include both manufacturing and services firms and to reflect a variety of ownership structures (foreign subsidiaries, locally-owned companies, joint-ventures, etc.). Lectures from faculty at a Latin American host institution will provide specific information on the local business environment and cultural, historical and institutional context. Prerequisite: IBUS 701 or IBUS 820 and IBUS 721. (Please note: This course involves travel abroad and required PRIOR completion of both IBUS 701 and IBUS 721.) Enrollment restricted.

**IBUS 820. International Business. 3 Credits.**

This course aims to provide an understanding of the basic concepts, institutions, and practices of international business, and their implications for business decision making. The main objectives of this course include developing an understanding of cross-national differences in political, economic, legal and socio-cultural systems. The course will place special emphasis on understanding the unique institutions of emerging economies and their implications for doing business in these countries, and the effects of differences in culture on the practice of managements in different parts of the world. Topics include the principal theories of, government policies on, and international institutional arrangements for international trade and foreign direct investment. The course will examine the key factors affecting a firm's foreign market entry decisions. Students will apply these theories to the analysis of a country's business environment and the formulation of international business decisions. This course is open only to students in the full-time MBA program.

**IBUS 895. Graduate Seminar in International Business: \_\_\_\_\_. 0.5-5 Credits.**

A variable-topic seminar opens only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted.

**IBUS 898. Independent Study for Master's Students. 1-6 Credits.**

Individual study of selected current problems in the field of business management to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

## Business Courses

**IST 204. Excel Essentials for Business. 1 Credits.**

This course focuses on the fundamental Excel functions and tools that are used by business professionals. Students will be exposed to a wide variety of Excel features such as data tables, formulas and functions, and charts. After learning about these essential Excel topics, students will apply their knowledge of Excel by solving many different business problems. This course covers material that must be mastered in order to pass the Microsoft Excel Specialist® exam. Not open to students who are concurrently enrolled or have credit in IST 310 or IST 321. Graded on a satisfactory/unsatisfactory basis.

**IST 205. Survey of Information Systems. 3 Credits.**

This course focuses on the use of information systems in business. Topics will include components of information systems, types of information systems, development of information systems, and uses and benefits of information systems. Relevant technology issues such as security, privacy and ethics will also be introduced. In addition to content on information systems, the course will cover the basic principles of Microsoft Office. (Not open to students with credit in IST 202 or 301.)

**IST 230. Introduction to Business Analytics and Information Systems Professions. 1 Credits.**

In this course, we focus on the Business Analytics and Information Systems professions and cover a variety of topics. Topics include, but are not limited to, career opportunities; the importance of professional mentorship; professional membership with groups/associations; appropriate industry certifications; graduate education content, timing, and opportunities; the role of career broadening experiences; and ethical dilemmas within the professions. We emphasize both current practice and projected industry trends and involve guest speakers. This course is cross-listed with IST 230. Check with your Major to see which 230 course it requires or recommends (ACCT 230, BSAN 230, BUS 230, FIN 230, IST 230, MKTG 230 or SCM 230) and when it encourages you to take it. (Same as BSAN 230.) Prerequisite: BUS 210 or BUS 200 or concurrent enrollment.

**IST 310. Introduction to Information & Management Productivity Systems. 3 Credits.**

This course introduces essential components of information systems and examines how information systems provide the foundation for modern businesses. Additionally, the course introduces the analysis of business data and solving business problems with spreadsheet software. The course also focuses on the role of information systems in facilitating digital transformation by leveraging information technology and data. Students are expected to master intermediate and advanced spreadsheet skills such as logical functions, PivotTables, and macros. Students must bring a portable computing device that runs the most current full version of Microsoft Excel that is available for free from KU to every class session. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**IST 320. Fundamentals of Software Development. 3 Credits.**

This course provides an introduction to software development concepts and techniques. Students will develop an understanding of the software development process through hands-on programming assignments and projects. The course emphasizes problem solving, initiative, and teamwork within an information systems framework. Not open to students with credit in BSAN 320. Prerequisite: Corequisite: BSAN 310 or BSAN 311. Enrollment restricted.

**IST 325. Systems Analysis and Design. 3 Credits.**

This will take students through the entire systems development life cycle from the first contact with a customer through analysis and design to the implementation of the customer's system. It will introduce the student to the field of systems analysis and design, basic systems analysis tools, and the procedures for conducting systems analysis. Topics covered will include the role of the systems analyst in the organization, concepts, philosophies and trends in systems analysis and design, and tools and techniques for such analysis. Not open to students with credit in BSAN 325. Prerequisite: IST 202 or BSAN 310 or BSAN 311. Enrollment restricted.

**IST 326. Database Management Systems. 3 Credits.**

This course introduces the fundamental concepts and implementation of the database development process and relational database systems. The student will be exposed to database development issues, SQL methodology, and entity-relationship models. Not open to students with credit in BSAN 326 or IST 326. (Same as BSAN 326.) Prerequisite: Corequisite: BSAN 310 or BSAN 311. Enrollment restricted.

**IST 330. Fundamentals of Business Computer Networking. 3 Credits.**

This course introduces business students to the terms and concepts of networking in the business environment. This course balances practical application and network theory. It examines common architecture models, transmission media, network topologies, and protocols in both local area network (LAN) and wide area network (WAN) environments. The course also delves into the operating characteristics of the Internet and various applicable protocol suites. Conceptual learning is supported by team exercises and projects. Prerequisite: IST 202 or BSAN 310 or BSAN 311. Corequisite: IST 320 or BSAN 320. Enrollment restricted.

**IST 401. Management of Integrated Information Systems/ERP. 3 Credits.**

This course provides an introduction to Enterprise resource planning (ERP) systems. We explore process integration of business-wide functions (controlling, production planning, demand management, sales and distribution) as required and supported by ERP implementations. The objectives of the course include: (1) understanding processes and data needs of different business functions; (2) understanding alternative information systems solutions and the challenges of independent information systems and; (3) understanding ERP systems as solutions to business process integration. Not open to students with credit in SCM 404. Prerequisite: IST 202 or BSAN 310 or BSAN 311. Enrollment restricted.

**IST 405. Contemporary Information Technology Topics. 3 Credits.**

This course examines a wide range of innovative information technologies (IT) which have both technical and strategic implications for businesses. These IT innovations affect all functions of businesses. Topics include Web 2.0, Web 3.0, next generation Web, social networking technology, virtual world, pervasive computing, ubiquitous computing, unified communications (unification), IT utility, on-demand computing, grid computing, Web services, service-orientation architecture, business intelligence, data mining, search technology and applications (Google),

next generation Web search, virtualization (server, hardware), storage fabrics, open source, IT outsourcing, personal technology, healthcare IT, green IT, security and privacy, Internet policy, regulation global control, and the gap between IT and business (goals and strategies). This course is available to all undergraduate and graduate students in the business school. Prerequisite: IST 202 or BSAN 310 or BSAN 311. Enrollment restricted.

**IST 410. IT Project Management. 3 Credits.**

This course provides initial exposure to concepts related to the project management discipline generally, while focusing on management of information technology projects in particular. The course is organized to emphasize core project management knowledge areas developed by the Project Management Institute, and it stresses the benefits of a disciplined, formal project management methodology. Students completing the course will gain an appreciation for the complex nature of projects and be better prepared to be an effective member of project teams encountered in many types of organizations. Not open to students with credit in BSAN 410 or MGMT 472. Prerequisite: BSAN 310 or BSAN 311 and MGMT 310 or MGMT 311. Enrollment restricted.

**IST 435. Information Security. 3 Credits.**

This course provides an introduction to a wide range of topics associated with managing the security of information systems and related data in a business environment. Topics addressed include cryptography and security of operating systems, databases, networks. . . both wired and wireless, and telecommunications systems. Security issues are examined related to application development and to the use of the Internet as a business medium. Other elements of security are reviewed: physical security, disaster recovery and business resumption planning, change control, and so forth. On successful completion of the course, each student will be better able to: a. Understand and appreciate risks associated with business information systems infrastructures and the dynamic nature of these threats. b. Evaluate various risks associated with information systems. c. Envision controls that might mitigate these risks. d. Possess the ability to effectively articulate the threats and need for appropriate controls to others, be they higher management, peers, or subordinates. Prerequisite: IST 202 or BSAN 310 or BSAN 311. Enrollment restricted.

**IST 492. Honors Topics and Problems in Information Systems and Technology: \_\_\_\_\_. 1-5 Credits.**

This honors topic seminar is open only to students meeting the requirements established by faculty members offering the course. Open only to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor.

**IST 495. Foundations in Business Analytics. 3 Credits.**

Introduces students to the key business, computational and data competencies needed by business analysts for effective data-driven decision making. The course focuses on how structural as well as unstructured "big data" can be used to help decision makers improve organizational competitiveness. Students will learn fundamental skills for business analytics: data manipulation, data visualization and statistical methods to gain experience with different software tools used for data analysis and reporting. Not open to students with credit in BSAN 440. Prerequisite: Completion of BSAN 326 or IST 326. Enrollment restricted.

**IST 500. Individual Research in Information Systems Technology. 1-5 Credits.**

Individual study of selected topics in information systems technology not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: FIN 310 or FIN 311, MGMT 310 or MGMT 311, MKTG 310 or MKTG 311

and SCM 310 or SCM 311; approval of the Area Director. Enrollment restricted.

**IST 706. Systems Analysis and Design. 3 Credits.**

This course develops skills with regard to the Analysis and Design activities typically encountered in an organizational software development environment. It emphasizes structured project planning, analysis and design techniques, including Project Estimation Methods, Data Flow Diagrams, Entity-Relationship Diagrams, and the application of CASE (Computer-Aided Software Engineering) Tools. The teaching methods will combine classroom experience with an analysis and design case study using role-play techniques to simulate an actual analysis and design scenario. This course is not open to students with credit in IST 325. Prerequisite: IST 202 or IST 301 or IST 701. Enrollment restricted.

**IST 713. Data Management. 3 Credits.**

Businesses today collect and manage large volume of data in a variety of types, forms, and sources for myriad uses. To provide necessary skills to data scientists and analysts, this course introduces traditional data management concepts and techniques as well as contemporary information retrieval and processing innovations. Topics include database fundamentals, database query techniques, data marts and data warehouse, information retrieval and Web search, NoSQL movement and practices, data management for analytics, distributed data management and cloud computing, and other emerging trend and techniques. Enrollment restricted.

**IST 730. IT Project Management. 3 Credits.**

This course provides initial exposure to concepts related to the project management discipline generally, while focusing on management of information technology projects in particular. The course is organized to emphasize core project management knowledge areas developed by the Project Management Institute, and it stresses the benefits of a disciplined, formal project management methodology. Students completing the course will gain an appreciation for the complex nature of projects and be better prepared to be an effective member of project teams encountered in many types of organizations. This course is not open to students with credit in IST 410. Prerequisite: IST 202 or IST 301 or IST 701.

**IST 898. Independent Study for Master's Students. 1-6 Credits.**

(V) Individual study of selected current problems in the field of information systems to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

**IST 995. Doctoral Seminar in Information Systems: \_\_\_\_\_. 2-5 Credits.**

A variable topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor.

**IST 999. Doctoral Dissertation. 1-12 Credits.**

(V) Individual research work.

## Business Courses

**MGMT 230. Introduction to the Management Profession. 1 Credits.**

In this course, we introduce current Management students to possible career opportunities in the profession. Students will have an opportunity to interact with current Management professionals in multiple fields. We emphasize both current practice and projected industry trends and involve guest speakers. Note: Check with your Major to see which 230 course it

requires (ACCT 230, BSAN 230, BUS 230, FIN 230, IST 230, MKTG 230 or SCM 230) and when it encourages you to take it. Prerequisite: BUS 210 or BUS 200 or concurrent enrollment.

**MGMT 305. Survey of Management and Leadership. 3 Credits.**

This course is designed to acquaint students with traditional business management ideas, recent management thinking, and the contemporary application of both to the management functions of planning, organizing, leading and controlling. A survey of a wide variety of topics is offered, generally including goal setting, strategy formulation and implementation, managerial decision making, structure and design of organizations, corporate culture, organizational change and development, human resources management, managing diversity, leading, motivation, communication, teamwork, quality control, management control systems, operations and service management, entrepreneurship and small business management, managerial ethics, corporate social responsibility, and management in the global environment. (Not open to students with credit in BBA 303, MGMT 310 or MGMT 311.) Prerequisite: KU Core 34 English requirements (or Goal 1, Outcome 2) and KU Core 34 Math & Statistics requirement (or Goal 2, Outcome 1), or instructor approval.

**MGMT 310. Principles of Management. 3 Credits. SWT**

This course serves as an introduction to the study of the management functions of planning, organizing, leading and controlling. Students will apply these fundamental management functions through the study of various topics such as the history of management, organizational ethics and social responsibility, diversity and inclusion within organizations, problem solving and decision making, strategic and operational planning, techniques for motivating employee performance, leadership theories and organizational behavior concepts, human resources management, and management control systems including the budgeting process in organizations. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**MGMT 311. Principles of Management, Honors. 3 Credits.**

The honors treatment of this course serves as an introduction to the study of the management functions of planning, organizing, leading and controlling. Students will apply these fundamental management functions through the study of various topics such as the history of management, organizational ethics and social responsibility, diversity and inclusion within organizations, creative problem solving and decision making, strategic and operational planning, techniques for motivating employee performance, leadership theories and organizational behavior concepts, human resources management, and management control systems including the budgeting process in organizations. Only open to students admitted to the University Honors Program, the School of Business Honors Program, or by consent of the instructor. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**MGMT 400. Special Topics in Management: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of management topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted.

**MGMT 405. Ethical Decision Making in Business. 3 Credits. AE51**

This course is designed to provide students with: (a) a grounding in the psychological and philosophical foundations of business ethics; (b) the ability to recognize ethical problems; (c) an exposure to many of the ethically sensitive issues facing corporations and managers in business today (e.g., layoffs, outsourcing, employee whistle-blowing, employee privacy, employee health and safety, marketing and advertising, environmental issues, discrimination, and the global responsibilities of

business); and (d) the tools for analyzing and reaching closure on ethical problems. Students will study the role of ethics in the relation of business to employees, consumers, and society. Students in this course will have the opportunity to engage in stimulating class discussions, justify ethical positions in case study analyses, investigate ethical issues in their own future professional lives, and develop and present their solutions for typical ethical problems faced by managers in organizations. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 410. Human Resources Management. 3 Credits.**

This course addresses the ways that firms manage employment relationships, including staffing, training and development, compensation, performance appraisal, labor-management relations, employment law, career management, and job design. Upon completion of the course, students will be able to identify and address these topics from a general management perspective. Prerequisite: MGMT 310 or MGMT 311. Sports Management majors may petition for entry to the course with completion of the following prerequisite: MGMT 305, ECON 142, or ECON 143, and an introductory statistics course (BSAN 202, HSES 310, MATH 365, PSYC 300, or equivalent). Enrollment restricted.

**MGMT 412. HR Management Analytics. 3 Credits.**

The course introduces students to the field of human capital analytics and measurement. It provides an overview of the evolution of human capital measurement, and guides students through various types of methods organizations use to understand the impact of people programs and initiatives on their organization. The importance of human capital analytics in business decisions is examined, including leader and manager use of data, basic analysis, reporting and presentation of data, benchmarking, and other use cases and trends. The course will provide a foundation of knowledge with the intent of developing the student's capabilities to be more prepared and equipped to advance the use of human capital measurement to drive business decisions. (Same as BSAN 412.) Prerequisite: Completion of MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 413. Recruiting and Selecting Effective Employees. 3 Credits.**

What makes for a great employee? The answer will depend on the fit between the person and the organization. One size does not fit all. This course covers policies and procedures for recruitment, selection and staffing to enhance organizational effectiveness. Students learn about individual differences, how to measure these differences, and how to ensure the organization's recruitment and selection processes are reliable, valid, legal and "fair." Topics will include (i) conducting a job analysis for creating job descriptions, (ii) recruiting candidates, and (iii) setting up selection procedures through initial screening and resume review, the employment interview, general and specific ability tests, personality tests, assessment centers, performance tests, integrity testing, and drug testing. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 416. Training, Development, and Management Careers for Individuals and Organizations. 3 Credits.**

The course introduces students to effective approaches for developing training and career management processes that support continuous learning and organizational adaptation. Topics include analyzing training needs, developing training with clear objectives, evaluating outcomes rigorously, and individual and organizational strategies for careers and work/life balance. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 419. Managing Performance and Compensation. 3 Credits.**

This course focuses on principles and practices in designing and administering performance management and reward systems. Employee performance measurement at both the individual and group levels is reviewed. Using performance measurement information for administrative decision-making and employee development is discussed. The impact of reward systems on employee recruitment, satisfaction and individual and firm-level performance is examined, including establishing pay structures, individual and group-based pay-for-performance plans, executive pay issues, government influences, and employee benefits. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 431. Legal Environment for Managing Employees. 3 Credits.**

The focus of this course is how the legal environment affects the management of employees. The topics covered include laws on employment discrimination, employment-at-will, and negligent hiring, the Occupational Safety and Health Act, the National Labor Relations Act, the Fair Labor Standards Act, and the Family and Medical Leave Act. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 434. International Human Resource Management. 3 Credits.**

Whether a company has a domestic or an international footprint, there is little doubt that it is impacted by global competition for markets and for talent. This course increases students' understanding of core HRM activities as they are conducted in a global context. These activities include staffing, performance management, training and development, compensation, and labor relations. These topics are examined in the light of cultural and institutional differences. Prerequisite: MGMT 310 or MGMT 311 or MGMT 305. Enrollment restricted.

**MGMT 437. Developing Management Skills. 3 Credits.**

This course enhances leadership and other people-related skills of students in order to strengthen their capacity to manage others effectively. The course begins by focusing on self-awareness and self-management. Students also learn systems for classification of people on the basis of personality, behavior and attitudes. Other topics covered include communication skills, time management, techniques for controlling stress, problem solving, reading people's emotions and intentions more effectively, effective team leadership, coaching and counseling, delegation and empowerment, conflict resolution, motivation, and effective discipline techniques. The focus of the course is on skill acquisition and development. Other pedagogy involves readings, personality and behavior inventories, role-playing, and case analyses. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 440. Advanced Organizational Behavior. 3 Credits.**

This course addresses the impact of individual, group and organizational influences on human behavior within organizations. Building on the foundation of organizational behavior topics introduced in the principles course, this course will guide students to further achieve in-depth knowledge and interpersonal skills through the study and application of theories and concepts related to understanding and predicting human behavior in organizations. Prerequisite: Completion of MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 455. General Management Processes/Change. 3 Credits.**

The course focuses on the principles and methods that general managers use to implement strategies, both at the business unit and corporate levels. While stressing the complex nature of the general manager's job, the organization's mission, environment, technology, and strategy are discussed as the primary drivers of designing effective organization structures, processes, and management systems. Change processes for realigning the organization's strategy, structure, processes, and culture are further emphasized, highlighting the role of the general manager as

the architect of change. Topics covered include: organization design, transaction costs, behavior and output control; strategic leadership; design of information and reward systems; organizational change and cultural change processes. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 470. Leadership in Business Organizations. 3 Credits.**

This course provides an introduction to business leadership. Students will learn the major frameworks and perspectives for understanding and developing organizational leaders. Students will also develop an understanding of the skills and behaviors demonstrated by effective business leaders; these include establishing direction, aligning others behind that direction, motivating and inspiring, and generally promoting organizational change and transformation. Class pedagogy will emphasize methods that will allow students to recognize and develop their own leadership capabilities. A key goal will be establishing a leadership development mindset that will drive students' future personal and professional development efforts. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 472. Project Management. 3 Credits.**

The purpose of this course is to examine business from a project management perspective, to develop a systems view of business rather than a functional view and to lay the foundation for future leaders to more effectively integrate project management into their business strategy. This course is intended to help students gain an understanding of what project management involves, how it relates to other functional management areas, and its role in an organization's structure and leadership. Topics will be covered in the order they appear in the project lifecycle starting with project selection and bidding and ending with project acceptance and close out. Topics covered in this course include: the importance and role of project management, the contextual nature of projects, and managing scope, cost, time, and risk in project management. Not open to students enrolled in or with credit in BSAN 410 or IST 410. Prerequisite: BSAN 310 or BSAN 311 and MGMT 310 or MGMT 311, or permission of the instructor. Enrollment restricted.

**MGMT 485. Business Consulting. 3 Credits.**

Business Consulting teaches the skills necessary to become consummate consultants and presents students with live projects incorporating real business challenges requiring real time analysis, consideration of practical alternative strategies, exploration of sales and profit implications of the selected strategy and delivery of a full rationalized recommendation to real clients. Prerequisite: MGMT 310 or MGMT 311. Enrollment restricted.

**MGMT 498. Business Policy and Strategy. 3 Credits. AE61 CAP**

The course exposes the student to the role of general management in complex organizations. The cases, conceptual materials, and projects are selected to provide the student with decision-making opportunity in major areas of managerial concern: environmental opportunities and constraints, formulation of business policy, and policy implementation mechanisms. Knowledge and skills gained in previous business courses, including marketing, finance, and quantitative methods, will be applied to problems associated with the totality of organizational activity. Not open to students with credit in BBA 308. Prerequisite: FIN 310 or FIN 311; IST 310; MGMT 310 or MGMT 311; MKTG 310 or MKTG 311 and SCM 310 or SCM 311 and Senior standing (90 hours completed). Enrollment restricted.

**MGMT 499. Business Policy and Strategy, Honors. 3 Credits. AE61 CAP**

Honors treatment of this course exposes the student to the role of general management in complex organizations. The cases, conceptual materials, and projects are selected to provide the student with decision-making opportunity in major areas of managerial concern: environmental

opportunities and constraints, formulation of business policy, and policy implementation mechanisms. Knowledge and skills gained in previous business courses, including marketing, finance, and quantitative methods, will be applied to problems associated with the totality of organizational activity. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor. Prerequisite: FIN 310 or FIN 311; IST 310; MGMT 310 or MGMT 311; MKTG 310 or MKTG 311 and SCM 310 or SCM 311 and Senior standing (90 hours completed).

**MGMT 500. Individual Research in Management. 1-5 Credits.**

Individual study of selected topics in management not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: FIN 310 or FIN 311, MGMT 310 or MGMT 311, MKTG 310 and MKTG 311 and SCM 310 or SCM 311; 3.0 professional grade point average and approval of proposed plan of study by the instructor. Enrollment restricted.

**MGMT 525. Negotiations and Dispute Settlement. 3 Credits.**

This course involves the study of the theory and practice of dispute resolution and negotiation in business mediation (facilitated negotiation). Conflict resolution in the workplace, including grievance procedures, will be considered. Students are required to apply concepts studied through role playing simulations. Not open to students with credit in BLAW 525 or MGMT 525. (Same as BLAW 525.) Prerequisite: MGMT 310 or MGMT 311 and BE 301 or BE 302 or by permission of instructor. Enrollment restricted.

**MGMT 701. Organizational Behavior. 3 Credits.**

This course focuses on human behavior in organizations. It helps the student learn to think systemically and critically about organizations, to appreciate knowledge building in the organization sciences, and to apply that knowledge in the work setting. Topics covered may include: individual differences and motivation, work and group design, leading and decision making, organization design and culture, and organization change and development.

**MGMT 704. Strategic Management. 3 Credits.**

Strategic Management has as its primary objective the development of an understanding of the role of general management from both a conceptual and operating standpoint. The course is based on the strategic management framework emphasizing the evaluation of an organization's strategic situation and the formulation of viable alternative strategies required to deal with the challenges facing the organization. Attention is focused on the development of organizational objectives and the formulation of strategies at the business and operating levels. Prerequisite: MGMT 701, FIN 701, and MKTG 701. Enrollment restricted.

**MGMT 705. Ethical Decision Making in Business. 3 Credits.**

This course is designed to provide students with: (a) a grounding in the psychological and philosophical foundations of business ethics; (b) the ability to recognize ethical problems; (c) an exposure to many of the ethically sensitive issues facing corporations and managers today in each of the functional areas of business (management, accounting, finance, information systems, and marketing); and (d) the tools for analyzing and reaching closure on ethical problems. Students will study the role of ethics in the relation to the individual, manager, organization, and global business environment. Students in this course will have the opportunity to engage in stimulating class discussions, justify ethical positions in case study analyses, investigate ethical issues in their own future professional lives, and develop and present their solutions for typical ethical problems faced by managers in organizations after fully exploring the ethical dimensions of both sides of a given issue. Prerequisite: MGMT 701. Enrollment restricted.

**MGMT 706. Managing People. 3 Credits.**

This course addresses topics, challenges and processes associated with business-related people issues. The principal objectives are to increase understanding of human and group behavior in organizations; to learn how to effectively motivate and lead individuals and groups; to increase effectiveness in managing oneself and others in team settings; and to increase understanding of human resource policies and practices that help create and sustain competitive advantage through people. Course topics include individual differences, motivation, groups, leadership, strategic HR, employment law, staffing, compensation, performance management, and training and development.

**MGMT 718. Business Law and Ethics. 3 Credits.**

This course has two purposes: 1) to provide a foundation for understanding the relation between law and business and 2) to address ethical decision-making and the management of ethics in the workplace. Topics include classifications of law; legal processes; emerging legal issues; alternative dispute resolution; recognition of ethical issues; ethical analysis frameworks; and the management of ethical responsibilities in a global business environment.

**MGMT 719. Strategic Management. 3 Credits.**

The principal objectives of this course are to learn how to perform strategic analyses of competitive contexts external to the firm, how to leverage firm specific resources and capabilities for competitive advantage, how to exploit specific strategic perspectives such as game theory and real options, and to learn how to make more effective strategic decisions within the firm. Topics include: industry analysis, firm level strategy, resources and capabilities, intangible resources, firm structure, industry evolution, game theory, real options, managerial discretion, and multinational strategy.

**MGMT 725. Strategic Management of Technological Innovation. 3 Credits.**

This course focuses on the dynamics of industries driven by technological innovation. It strives to help students think strategically about appraising and managing technological innovation and new product deployment. Specific topics covered include how innovations emerge, their type and pattern of diffusion, and their meaning to businesses and society. In depth coverage is given to dominant designs and industry standards, decisions on entry timing of new technologies, resource allocation among multiple attractive innovation projects, and capturing the value created by innovations. Prerequisite: MGMT 704 or MGMT 830. Enrollment restricted.

**MGMT 732. Recruiting and Selecting Effective Employees. 3 Credits.**

Building on selected fundamental principles from psychology, economics, and sociology, this course emphasizes the importance of sound measurement practices for the acquisition of effective human talent by organizations. Topics covered include job analysis for selection procedure development, legal and fairness issues, recruitment, initial screening, employment testing, and the employment interview. Prerequisite: MGMT 701 or MGMT 810. Enrollment restricted.

**MGMT 751. Strategic Organizational Design and Change Management. 3 Credits.**

This course focuses on the principles and methods of implementing strategies. Strategy is focused upon as the primary driver of organization structure, processes, systems, culture, and skills in successful organizations. A major part of the course covers strategic and organizational change practices that can be used to motivate employees to meet the shifting needs of the firm's strategy. Emphasis is placed on theories of effective change implementation, mutual engagement and shared diagnosis, organizational redesign, reinforcing new behaviors,

organizational culture and change, and the political dynamics of strategic change. Prerequisite: MGMT 706 and MGMT 719.

**MGMT 752. Developing Effective Management and Team Skills. 3 Credits.**

This course enhances skills to improve students' capacity and ability to manage others effectively. The focus of the course is on skill acquisition and development. Topics covered include negotiation and conflict resolution in organizations, communication skills, and collaborative team skills, along with other skills managers use in their day-to-day work. The course promotes self-awareness and reflection upon individual traits and abilities through self-assessments. Other pedagogy involves readings, personality and behavior inventories, and case analyses.

**MGMT 753. Leadership. 3 Credits.**

This course will emphasize an exploration of ideas about leadership that are practice-oriented. The central themes of this material, some of which is philosophical in nature, are the focus on learning and the role of reflection in the leadership process and the process of developing leaders. A variety of topics are covered, including foresight, intuition, practical wisdom, critical thinking, reflective practice, ethical judgment, and articulating relationally responsive understandings of alternative futures. Students are provided the opportunity to reflect on and narrate their leadership-related crucible experiences, analyze those experiences using the conceptual material, and then enter into systematic dialogue on these issues with other students and the instructor. The ultimate product of this learning process will be the creation of a personal leadership development plan.

**MGMT 754. Managing Internationally. 3 Credits.**

This course explores the important managerial issues arising from a firm's expansion into the international arena and examines the analytical frameworks and management techniques that are essential for an international manager. Topics covered include strategies and organizational structures for managing a multinational corporation and management of various functional areas (such as production, marketing, finance, and human resources) in an international setting. Considerable attention is paid to how and why organizational communication and practices vary from one culture to another, as well as why certain values and cultural contexts might make particular management styles more successful than others. Prerequisite: MGMT 719.

**MGMT 755. Project Management. 3 Credits.**

This course is designed to help students gain an understanding of the formal project management process and its relationship to other functional management areas, as well as an organization's structure and leadership. The project lifecycle will be examined starting with project selection and bidding and ending with project acceptance and close out. Specific topics covered in this course include: the importance and role of strategic project management, the contextual nature of projects, and managing project communication, scope, cost, time, and risk for a successful implementation of the project.

**MGMT 781. Managing Strategic Direction and Change. 3 Credits.**

The course focuses on the principles and methods of implementing strategies. Strategy is focused upon as the primary driver of organization structure, processes, systems, culture and skills in successful organizations. A major part of the course covers strategic and organizational change practices that can be used to motivate employees to meet the shifting needs of the firm's strategy, theories of effective change implementation, mutual engagement and shared diagnosis, organizational redesign, reinforcing new behaviors, organizational culture and change, and the political dynamics of strategic change.

**MGMT 782. Developing Effective Management and Team Skills. 3 Credits.**

This course enhances skills to improve students' capacity and ability to manage others effectively. The focus of the course is on skill acquisition and development. Topics covered include negotiation and conflict resolution in organizations, communication skills, and collaborative team skills, among other skills managers use in their day-to-day work. The course promotes self-awareness and reflection upon individual traits and abilities through self-assessments. Other pedagogy involves readings, personality and behavior inventories, and case analyses.

**MGMT 783. Ethical Decision Making in Business. 3 Credits.**

This course is designed to provide students with: (a) a grounding in the psychological and philosophical foundations of business ethics; (b) the ability to recognize ethical problems; (c) an exposure to many of the ethically sensitive issues facing corporations and managers today in each of the functional areas of business (management, accounting, finance, information systems, and marketing); and (d) the tools for analyzing and reaching closure on ethical problems. Students will study the role of ethics in the relation to the individual, manager, organization, and global business environment. Students in this course will have the opportunity to engage in stimulating class discussions, justify ethical positions in case study analyses, investigate ethical issues in their own future professional lives, and develop and present their solutions for typical ethical problems faced by managers in organizations after fully exploring the ethical dimensions of both sides of a given issue.

**MGMT 784. Leadership Capstone. 3 Credits.**

This course focuses on the students' ability to synthesize the learning experience through the application and exploration of case studies and a capstone leadership project. Combines individual leadership assessment with enhances skills to improve students' capacity and ability to manage others effectively. Varieties of topics are covered, including foresight, intuition, practical reason, critical thinking, reflective practice, and ethical judgment. A key goal is to move the student into a position where he or she can begin to take control of their own leadership development process. The course is structured so as to give students the opportunity to reflect on their experiences, analyze those experiences using the conceptual material, and then enter into systematic dialogue on these issues with other students and the instructor. The ultimate product of this learning process is the creation of a detailed, exportable organizational leadership development plan.

**MGMT 810. Managing People. 3 Credits.**

This course addresses topics, challenges and processes associated with business-related people issues. The principal objectives are to increase understanding of human and group behavior in organizations; to learn how to effectively motivate and lead individuals and groups; to increase effectiveness in managing oneself and others in team settings; and to increase understanding of human resource (HR) policies and practices that help create and sustain competitive advantage through people. Course topics include individual differences, motivation, groups, leadership, strategic HR, employment law, staffing, compensation, performance management, and training and development. This course is open only to students in the full-time MBA program.

**MGMT 820. Business Law and Ethics. 3 Credits.**

This course has two purposes: to explore the relationship between law and business and provides a foundation for further understanding of business relevant laws and to address ethical decision-making and the management of ethics in the work place. Topics include classifications of law, federalism, court systems, civil judicial process, alternative dispute resolution, ethical analysis tools, recognition of ethical issues, organizational dimensions that impact ethical behavior, and the management of ethical responsibilities in a global business environment. This course is open only to students in the full-time MBA program.

**MGMT 830. Global Strategic Management. 3 Credits.**

Global Strategic Management is a capstone Strategic Management course infused with applications to global business. The principal objectives of the course are to learn the basics of strategic decision making and how strategy integrates functional area policies in organizations; to understand how industries affect firm strategies; to understand how firms develop resources and capabilities for competitive advantage; to examine key strategic decisions or areas such as vertical integration, diversification, technology and market entry; and to understand how globalization affects core aspects of strategic business decisions. Topics include firm strategy, industry analysis, resources and capabilities, cost and differentiation advantage, organizing for competitive advantage, strategic change, technology-based competition, multinational strategy, vertical integration, and diversification. This course is open only to students in the full-time MBA program.

**MGMT 885. Business Consulting. 3 Credits.**

Through experiential learning using live consulting assignments, students will achieve understanding clarity of the linkage between models and theories studied in the classroom and application in the field; direct interaction with clients at sophisticated corporate organizations; and first hand experience in addressing significant business challenges with impactful and strategically correct solutions. Students will enhance their team and leadership skill capabilities through interaction with other team members. This course is not open to students with credit in MGMT 485.

**MGMT 895. Graduate Seminar in Management: \_\_\_\_\_. 0.5-5 Credits.**

A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted.

**MGMT 898. Independent Study for Master's Students. 1-6 Credits.**

Individual study of selected current problems in the field of business management to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

**MGMT 901. Current Research in Management. 1 Credits.**

This course provides a workshop format for a discussion of the currently prevalent research topics, methods, and problems being addressed in the areas of human resources management, organizational behavior, and strategic management. All first year PhD students in HRM, OB, and SM will typically enroll in this course their first and second semesters in the doctoral program. Students will enroll in this course with their respective faculty advisors, who will work out a schedule of research seminars that each student must attend and participate in during the semester. Prerequisite: Admission to the School of Business PhD Program in HRM, OB, or SM, or permission of the Management Area Director.

**MGMT 905. Management Research Methods. 3 Credits.**

This course develops students' ability to analyze research reports critically and to provide skills in designing, performing, and reporting original management research. Various methodologies for data collection, preparation, and analysis are covered. Recommended to be taken early in the program for Human Resource Management, Organizational Behavior, and Strategic Management doctoral students. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 916. Major Management Theories. 3 Credits.**

This course provides an advanced survey of the essential theories about organizations and people that comprise contemporary Management theory. As such, it covers topics from diverse Management fields such as Organizational Theory, Strategy, Human Resource Management, Organizational Behavior, and Ethics. In doing so, this course also covers the historical evolution of evidence and theory in Management research as well as describing current debates and emphases in these various specific streams of research as well as opportunities for cross-fertilization. The intent is to prepare students to create a base level of knowledge that will enable doctoral students to effectively participate in the research conversations in Management as both consumers and producers of research. Students are expected to write a major research paper as part of this course. This course is primarily for School of Business Ph.D. students, but other advanced graduate students may enroll with the permission of the instructor. Prerequisite: Doctoral standing or masters students with at least one undergraduate or M.B.A. level behavioral science course or consent of instructor.

**MGMT 950. Seminar in Human Resource Management I. 3 Credits.**

This seminar provides a broad survey of theory and research in human resource management. Human resource programs select, prepare, manage, motivate, and effectively utilize human capital to produce effective performance at work and positive employee attitudes. Course content is approached from the perspective of gaining a better understanding of individual-level, psychological phenomena within the context of employment. Students will be exposed to critical conceptual, methodological, and theoretical issues in these literatures. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 951. Seminar in Human Resource Management II. 3 Credits.**

This seminar introduces specific theories and research in human resource management that shape the current literature, with an emphasis on new trends in the field. Course content targets employment-related individual-level, psychological phenomena that operate at the boundary of the field, represent newer directions in the field, or recent state-of-the-field advances in thinking. Human resource programs select, prepare, manage, motivate, and effectively utilize human capital to produce effective performance at work and positive employee attitudes. Students will be further exposed to a broader collection of conceptual, methodological, and theoretical issues in these literatures. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 952. Special Topics in Human Resource Management. 3 Credits.**

This seminar provides a more advanced review of theory and research in human resource management. Course content is focused on offering an in-depth and more sophisticated understanding of individual-level, psychological phenomena within the context of employment. Human resource programs select, prepare, manage, motivate, and effectively utilize human capital to produce effective performance at work and positive employee attitudes. Students will be further exposed to critical conceptual, methodological, and theoretical issues in these literatures. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 953. Seminar in Organizational Behavior I. 3 Credits.**

This seminar provides a broad survey of theory and research in organizational behavior-i.e., research related to individual and group behavior in an organizational context. Organizational behavior concerns the set of approaches to understanding and predicting how people in organizations think, feel, and act, both as individuals and in relation

to others in groups and organizations, and the outcomes (individual attitudes, task performance, citizenship behavior, deviance, etc.). The major objective of this course is to provide seminar members with a solid overview of the organizational behavior literature. Upon completion of the course, the student should be able to discuss theory and research in the major topic areas of organization behavior, critique theory and research in these areas, and integrate material within and across topics. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 954. Seminar in Organizational Behavior II. 3 Credits.**

This seminar focuses on conceptual and empirical research in organizational behavior that seeks to understand how the interaction between individuals and organizational facets influences their sense-making and identity. The implications of these processes for employees' well-being, performance, and careers will be discussed. Readings will address such topics as: Social Cognitive Theory, Self-efficacy, Creativity, Employee Attachment and Job Attitudes, Individual Differences, Person-Environment Fit, Careers, Employee Well-being, Emotions, Attribution Theory, Sense-making processes, Identity, Organizational Culture, Multi-level Theorizing and Research, and Cross-cultural Dimensions/Globalization. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 955. Special Topics in Organizational Behavior. 3 Credits.**

This seminar provides a more advanced review of theory and research in organizational behavior. Course content is focused on offering an in-depth and more sophisticated understanding of individual and group behavior in an organizational context. Organizational behavior concerns the set of approaches to understanding and predicting how people in organizations think, feel, and act, both as individuals and in relation to others in groups and organizations, and the outcomes (individual attitudes, task performance, citizenship behavior, deviance, etc.). Students will be further exposed to critical conceptual, methodological, and theoretical issues in these literatures. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 956. Seminar in Strategic Management I. 3 Credits.**

This seminar surveys the scholarly literature in Strategic Management that is based on economic modeling of human and firm behavior. Topics include but are not limited to Industrial Organization Economics, Transaction Costs Economics, Property Rights Theory, Agency Theory, Resource-Based View and Dynamic Capabilities, and Real Options Theory. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 957. Seminar in Strategic Management II. 3 Credits.**

This seminar surveys the scholarly literature in Strategic Management that is based on behavioral, psychological and sociological theories. Topics include but are not limited to the Behavioral Theory of the Firm, Behavioral Models of Strategic Decision Making, Strategy Formation, Strategic Leadership including CEO's, Boards and Top Management Teams, Organizational Demography, Cognition in Strategic Decision Making, Power & Politics in Strategy Development. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 958. Special Topics in Strategic Management. 3 Credits.**

This seminar provides a more advanced review of theory and research in strategic management. Course content is focused on offering an in-depth and more sophisticated understanding of firm behavior in a strategic context. Students will be further exposed to critical conceptual, methodological, and theoretical issues in these literatures. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MGMT 995. Doctoral Seminar in Management: \_\_\_\_\_. 2-5 Credits.**

A variable topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor.

**MGMT 998. Independent Study for Doctoral Students. 1-5 Credits.**

Individual study of selected current problems in the field of business administration to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Student must submit written statement of proposed project. Prerequisite: Approval required from supervising faculty member and PhD Team.

**MGMT 999. Doctoral Dissertation. 1-12 Credits.**

(V) Individual research work. Graded on a satisfactory progress/limited progress/no progress basis.

## Business Courses

**MKTG 101. Enlightened Consumption. 3 Credits. GE11**

An introduction to consumer behavior and its application to issues related to individual and societal well-being. Some of the topics include consumption and sustainability, how to detect and resist persuasion tactics, how to be a smart consumer and save money, and consumer rights. Students will learn to think critically about consumer decision-making and view consumer behavior not only from a personal vantage point but also from a broader societal perspective. This course is designed to be of interest to all undergraduate students regardless of discipline.

**MKTG 230. Introduction to the Marketing Profession. 1 Credits.**

In this course, we focus on Marketing as a profession and cover a variety of topics. Topics include, but are not limited to, current trends in Marketing, professional expectations, job search strategies and preparation, and the four most common career tracks for a Marketing major: Professional Sales, Analytics, Brand Management, and Advertising/Communications. We emphasize both current practice and projected industry trends and involve guest speakers. Note: Check with your Major to see which 230 course it requires or recommends (ACCT 230, BSAN 230, BUS 230, FIN 230, IST 230, MKTG 230 or SCM 230) and when it encourages you to take it. Graded on a satisfactory/unsatisfactory basis. Prerequisite: BUS 210 or BUS 200 or concurrent enrollment.

**MKTG 305. Survey of Marketing. 3 Credits.**

This course introduces the student to marketing from the perspective of the business firm. Topics included are the marketing system, consumer and industrial behavior, market segmentation and positioning, product policy, channels of distribution, pricing strategy, sales management, and marketing communications. (Not open to students with credit in BBA 304, MKTG 310 or MKTG 311.) Prerequisite: KU Core 34 English requirements (or Goal 1, Outcome 2) and KU Core 34 Math & Statistics requirement (or Goal 2, Outcome 1), or instructor approval.

**MKTG 310. Marketing. 3 Credits. SWT**

A study of marketing from the point of view of the firm. Topics include the nature of marketing, consumer behavior, marketing research, design of marketing mix (product, price, promotion, and place), and analytical techniques useful to marketing management. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**MKTG 311. Marketing, Honors. 3 Credits.**

Honors treatment of this course involves a study of marketing from the point of view of the firm. Topics include the nature of marketing, consumer behavior, marketing research, design of marketing mix (product, price,

promotion, and place), and analytical techniques useful to marketing management. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**MKTG 315. Sales Management. 3 Credits.**

Managing a sales force is a key marketing activity and a natural progression of a successful career in professional selling. Several factors contribute to the success of the sales force in meeting a firm's objectives. These include sales force structure, sales force sizing, territory alignment, market segmentation and selection, compensation, and pricing policies. Accordingly, the primary objective of this course is to familiarize you with the concepts, methodologies, and tools for making sound decisions in these areas. Not open to business students. Prerequisite: MKTG 305.

**MKTG 316. Professional Selling Skills. 3 Credits.**

This course surveys the practice of professional selling steps in a logical and orderly sequence. The course covers an assortment of selling skills such as listening, communications, handling objections, and closing. Students are taught that successful salespeople learn to be a helper, a problem solver and an advisor to the customer. The successful salesperson will unselfishly persuade a prospective customer to buy a good, a service or an idea that benefits the customer. Finally, the course will provide the student with an understanding of how the function of professional selling fits into the overall marketing mix. The content of the course will include lectures, case discussion, and role-plays. Not open to business students. Prerequisite: MKTG 305.

**MKTG 400. Special Topics in Marketing: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of marketing topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted.

**MKTG 411. Introduction to Consumer Behavior. 3 Credits.**

A study of the buyer's information acquisition, evaluation, purchasing, and post-purchasing evaluation process. Emphasis is placed upon social psychological theories and their implications on the understanding and prediction of consumers' behavior. The student, from the standpoint of the marketing manager, will apply behavioral science concepts to the problems of planning, pricing, and promotion decisions. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 415. Marketing Research for Managers. 3 Credits.**

This course introduces the student to the fundamentals of marketing research and analytical approaches to marketing problems. The material is presented from an applied point of view and is designed to familiarize the student with those aspects of marketing research with which the marketing manager is likely to interact. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 420. Integrated Marketing Communications. 3 Credits.**

This course will deal with the use of advertising, sales promotion, and public relations as elements in a promotional program. The emphasis of this course will be on the efficient use of an organization's resources to accomplish communication goals through effective promotional strategy. A good part of the course will be spent examining the communication process; the nature of the receiver and how information is processed; determination of promotional objectives; promotional budget; media decisions, and measuring the effectiveness of the promotional campaigns. The goal of the course is to enable the students to better evaluate and devise a marketing communications program for any given product, service, or idea. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 425. Sales Management. 3 Credits.**

Managing a sales force is a key marketing activity and a natural progression of a successful career in professional selling. Several factors contribute to the success of the sales force in meeting a firm's objectives. These include sales force structure, sales force sizing, territory alignment, market segmentation and selection, compensation, and pricing policies. Accordingly, the primary objective of this course is to familiarize you with the concepts, methodologies, and tools for making sound decisions in these areas. Enrollment Restricted. Not open to non-business students. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 426. Professional Selling Skills. 3 Credits.**

This course surveys the practice of professional selling steps in a logical and orderly sequence. The course covers an assortment of selling skills such as listening, communications, handling objections, and closing. Students are taught that successful salespeople learn to be a helper, a problem solver and an advisor to the customer. The successful salesperson will unselfishly persuade a prospective customer to buy a good, a service or an idea that benefits the customer. Finally, the course will provide the student with an understanding of how the function of professional selling fits into the overall marketing mix. The content of the course will include lectures, case discussion, and role-plays. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted to Business students.

**MKTG 427. Advanced Selling Skills. 3 Credits.**

This skills-based course will offer students the opportunity to further develop as consultative sales professionals. It will expand on the basic sales process with an emphasis on identifying needs, presenting solutions, responding to and overcoming objectives, and asking for the sale. Emphasis will be placed on role-play opportunities and industry interaction, supplemented by lectures and case discussions. Prerequisite: MKTG 316, or MKTG 426, or JMC 611, or JOUR 611.

**MKTG 428. Sales Analytics. 3 Credits.**

This course will introduce students to various analytical tools and models used in the professional selling process. The course will demonstrate how these quantitative tools are used in the planning of sales programs, the determination of individual customer potential, and the evaluation of the effectiveness of specific sales strategies.

**MKTG 430. New Product Management. 3 Credits.**

This course deals with the strategies, techniques, and methods used to develop and market a new product. An important aspect of the course deals with anticipating and managing change that can affect a firm's marketing opportunities and response. Also emphasized is the need for a disciplined process of development. Subjects examined include innovative thinking, identification, and development of marketing opportunities, marketing mix strategies, and implementation. Prerequisite: MKTG 310, MKTG 311 or consent of instructor. Enrollment restricted.

**MKTG 435. Marketing Strategy. 3 Credits.**

The emphasis of this course is strategic marketing analysis and planning. Concepts and methods for the strategic analysis of product-market definition, segmentation, product positioning, and new product planning are examples of individual subjects that are covered. However, the primary objective is to integrate various topics into a strategic planning framework. An important component of the course is the application of concepts to realistic marketing problems through the use of comprehensive marketing simulations or in-depth cases that capture the dynamics of the marketing environment. Students will learn how to identify markets, assess company strengths and weaknesses, target market segments, analyze competition, and develop specific functional strategies in such areas as product development, pricing, distribution, and promotion. Prerequisite: MKTG 415. Enrollment restricted.

**MKTG 440. Global Marketing. 3 Credits. AE42**

Today businesses compete in a global environment. As such, marketing managers must recognize the global nature of their markets and must develop the knowledge background, sensitivity, and skills required to successfully operate in this dynamic setting. This course examines the array of activities required to select, gain entry, and compete in a location other than the "home" country. Also examined is the influence that culture, environment, government regulation, and economic systems can have upon marketing mix decisions (product, price, promotion, distribution) related to localization, standardization, and local adaptation. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 443. Digital Marketing and Social Media. 3 Credits.**

This course aims to provide the theoretical knowledge and practical insights for integrating social media and digital marketing into the traditional marketing mix, understanding and engaging social media consumers, and monitoring and measuring the results of these efforts. Students will learn how to manage digital and social media, be able to understand the psychology of online consumers, the impact of digital and social media on traditional marketing strategy, review the digital and social media marketing process, critically evaluate the various social media platforms and online content, and successfully measure the impact of digital marketing efforts. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 445. Services Marketing. 3 Credits.**

This course aims to prepare students for careers that entail managing service businesses or service aspect of any business. It will help students understand the unique needs and challenges faced by service companies and those manufacturing companies that rely on services for their differential advantage (e.g., automobiles, appliances) in a complex global environment. As such, it should be relevant to all students, but especially to those who wish to work in service functions/industries (e.g., accounting, advertising, banking, finance, healthcare, hospitality, insurance, retailing, sales, supply chain management.) Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 448. Managing Brands. 3 Credits.**

This course provides students with the knowledge and skills required to design a strategic brand management plan. Emphasis is placed on building, measuring, and managing brand equity. Some topics covered in the course include developing a brand strategy, designing and implementing brand marketing programs, measuring and interpreting brand performance, and growing and sustaining brand equity. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 453. Retailing, Distribution Channel and Supply Chains. 3 Credits.**

This course exposes students to the many facets of retailing and provides a basic understanding of retailing concepts. At the completion of the course, students will understand the challenges of starting, managing, expanding, and succeeding in retailing. The course covers major functions that comprise the retailing task, including the decision tools used, planning, strategy formulation, implementation and control in retail management. The content of the course should be useful for students interested in working in the retail sector, desiring to work for companies that interface with retailers and/or for those with a general management and entrepreneurial interest. Not open to students with credit in SCM 453. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 455. Pricing. 3 Credits.**

The primary objective of this course is to use quantitative methods to examine the concepts and tools required to effectively manage the pricing function. Strategic and tactical aspects of pricing will be covered so that students develop a strong understanding of both supply-side (costs) and demand-side (consumer behavior) factors that contribute to

managerial pricing decisions. Topics include (but not limited to): break-even analysis, price elasticity, product line pricing, bundling, tying, and price discrimination. This course will help students develop their analytical skills and prepare them for roles where they make pricing decisions for firms, such as pricing analysts, product managers, business unit managers, management consultants, and entrepreneurs. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 460. Practicum in Advertising and Promotional Plan Development. 3 Credits.**

The course is an experiential approach to promotional campaign development with an emphasis on promotional strategy as a single component of the total marketing strategy. Student teams work with actual businesses to address the business's individual marketing needs. Students conduct environmental and industry analysis and primary and secondary market research to identify target markets, develop a marketing strategy, promotional objectives, product positioning, brand development and ROI measures for a promotional strategy. Students then complete media planning, creative execution, and budgeting and present the project to the business. Prerequisite: MKTG 420. Enrollment restricted.

**MKTG 465. Customer Relationship Management. 3 Credits.**

This course offers a comprehensive introduction to the strategy and tactics of customer relationship management (CRM). Particular emphasis is given toward identifying the key strategic principles inherent in the customer-centric focus that underlies a successful CRM program. Topics include: Fundamentals of CRM strategy, marketing metrics, customer profitability analysis, choice modeling, techniques for evaluating model performance and applications of CRM to marketing campaign management. Students will be instructed on how to implement the CRM techniques using various software tools and real-world data. (Same as BSAN 465 and SCM 425.) Not open to students with credit in BSAN 465 or MKTG 465 or SCM 425 or MKTG 400 - Customer Relationship Management. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 470. Marketing Analytics. 3 Credits.**

This course introduces advanced analytical methods in the examination of data from a variety of sources to provide marketing professionals with the tools necessary to engage in today's data rich decision-making environment. Predictive models and other multivariate statistical techniques will be covered with an emphasis on practical application. Not open to students with credit in BSAN 430 or MKTG 400 - Marketing Analytics. Prerequisite: BSAN 415 or MKTG 415 or SCM 415. Enrollment restricted.

**MKTG 471. Sports and Entertainment Marketing. 3 Credits.**

This course examines the marketing mix of product, price, place, and promotion in the multi-billion dollar sports and entertainment industries. The scope of the course will include both the marketing of sports and entertainment products and properties, as well as marketing through sports and entertainment (as a promotional vehicle to market other products). A variety of sports at the high school, intercollegiate, amateur, and professional levels will be considered. Through textbook and journal article readings, case analyses, and virtual simulations, students will explore the conceptualization of the marketing planning process, market and consumer research, target market ("fan" persona) characteristics and segmentation, audience usage and consumption patterns, endorsements, sponsorships, and branding. Additionally, through in-class discussion topics the student will focus on reinforcing topics presented in the class as well as current event or seasonal topics including, but not limited to the Super Bowl, college football, March Madness, and the Olympics. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**MKTG 701. Marketing Management. 3 Credits.**

This course examines the marketing function of the firm, primarily from a managerial perspective. The topics examined include: marketing concepts, segmentation, and decisions related to positioning, products, pricing, distribution, and promotion.

**MKTG 706. Marketing. 3 Credits.**

This course is designed to equip students with basic concepts associated with the marketing function. Principal objectives are to discuss the role of marketing in an organization, to describe the processes of buyer behavior and the impact of these processes on marketing decisions, to develop an understanding of approaches used to segment markets and factors influencing the selection of target markets, to develop an understanding of elements of the marketing mix (product, price, communications, channels) and factors affecting decisions in these areas, and to integrate these concepts into an effective marketing strategy.

**MKTG 748. Managing Brands. 3 Credits.**

This course provides students with the knowledge and skills required to design a strategic brand management plan. Emphasis is placed on building, measuring, and managing brand equity. Some topics covered in the course include developing a brand strategy, designing and implementing brand marketing programs, measuring and interpreting brand performance, and growing and sustaining brand equity. Prerequisite: MKTG 706.

**MKTG 752. Integrated Marketing Communications. 3 Credits.**

The goal of this course is to enable the student to evaluate and devise a product/service marketing communications program. Emphasis will be placed on the efficient use of resources to accomplish communication goals through effective promotional strategy involving advertising, personal selling, sales promotion and publicity. Topics covered include the communication process, determination of promotional objectives, promotional budgeting, media planning, measuring effectiveness and ethical issues. Prerequisite: MKTG 706 or equivalent.

**MKTG 753. Global Marketing. 3 Credits.**

This course is designed to provide a set of conceptual and managerial tools to students for undertaking marketing of products and services on a global scale. The topics covered in the course include economic and financial dimensions in global marketing, social and cultural aspects of the global market environment, regional market characteristics, political and legal issues in global marketing. A significant portion of the course is devoted to the study of competitive analysis and competitive strategy for the global markets, marketing information systems, various strategies for entering global markets, organization, planning and control of global marketing, and marketing mix decisions (product, price, promotion, and distribution) in a global setting. Prerequisite: MKTG 706 or equivalent.

**MKTG 754. Digital and Social Media Marketing. 3 Credits.**

This course aims to provide the theoretical knowledge and practical insights for integrating social media and digital marketing into the traditional marketing mix, understanding and engaging social media consumers, and monitoring and measuring the results of these efforts. Students will learn how to manage digital and social media, be able to understand the psychology of online consumers, the impact of digital and social media on traditional marketing strategy, review the digital and social media marketing process, critically evaluate the various social media platforms and online content, and successfully measure the impact of digital marketing efforts. Specific topics to be discussed include: Search Engine Marketing, Google AdWords, Google Analytics and Facebook Insights. Prerequisite: MKTG 706 or equivalent.

**MKTG 765. Customer Relationship Management. 3 Credits.**

This course offers a comprehensive introduction to the strategy and tactics of customer relationship management (CRM). Particular emphasis

is given toward identifying the key strategic principles inherent in the customer-centric focus that underlies a successful CRM program. Topics include: Fundamentals of CRM strategy, marketing metrics, customer profitability analysis, choice modeling, techniques for evaluating model performance and applications of CRM to marketing campaign management. Students will be instructed on how to implement the CRM techniques using various software tools and real-world data. Prerequisite: MKTG 706.

**MKTG 810. Marketing Management. 3 Credits.**

This course is designed to equip students with basic concepts associated with the marketing function. Principal objectives are to discuss the role of marketing in an organization, to describe the processes of buyer behavior and the impact of these processes on marketing decisions, to develop an understanding of approaches used to segment markets and factors influencing the selection of target markets, and to develop an understanding of elements of the marketing mix (product, price, communications, channels) and factors affecting decisions in these areas. This course is open only to students in the full-time MBA program.

**MKTG 820. Marketing Intelligence. 3 Credits.**

This course is an introduction to marketing research. The emphasis will be on providing an understanding of the value of marketing research and the tools to engage in the process. The objectives are to understand research planning, types of research and design, to determine appropriate sampling, data collections methods and research methodologies, to understand, apply and interpret fundamental concepts of data analysis and analysis software. Topics covered will include the research process, understanding data sources, qualitative research, measurement and scaling issues, questionnaire design, analysis of data, and the research report. Prerequisite: DSCI 810 and MKTG 810. This course is open only to students in the full-time MBA program.

**MKTG 895. Graduate Seminar in Marketing: \_\_\_\_\_. 0.5-5 Credits.**

A variable-topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Enrollment restricted.

**MKTG 901. Introduction to Research Methods in Marketing. 3 Credits.**

This course introduces key concepts that are critical in marketing academic and scientific research, as well as identifying the pros and cons of research methods and how multiple methods can complement each other. Students will gain an understanding of how the nature of research questions dictate the research methodology(ies) to most effectively address questions.

**MKTG 951. Consumer Behavior. 3 Credits.**

This seminar provides an overview of the current theories and methodological approaches associated with consumer behavior research. Main topics of the course include attention and information search, consumer memory structure, consumer knowledge, inference making, motivation/goal, consumer attitude and persuasion, judgment and decision making, self-perception and regulation, culture's influence on consumer behavior, and affect/emotion/mood. The content will be based on literature from multiple disciplines including marketing, psychology, sociology, and economics. Students will be required to critically analyze and synthesize the literature, with a view to formulate research proposals on issues that interest them. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MKTG 952. Introduction to Marketing Models. 3 Credits.**

There is a rich tradition of using models to represent and analyze various marketing phenomena. An illustrative list of topics include: examining first-mover advantages, understanding response to price, analyzing new pricing formats, compensation design, interaction between marketing

investments and stock market response, consumer surplus analysis, allocation of marketing resources, and decision support systems. Against this backdrop, the objectives of this course are two-fold: (i) to provide a non-technical overview of various modeling approaches employed in marketing, and (ii) apply one or more of these approaches to generate new research. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MKTG 957. Managerial Issues in Marketing. 3 Credits.**

The course is designed to examine issues that influence managerial decision-making such as product management, behavioral pricing, marketing communications, and marketing models. Instructor's research interest would dictate the emphasis on a particular topic. Prerequisite: Admission to the Doctoral Program or graduate standing and permission of the instructor.

**MKTG 995. Doctoral Seminar in Marketing: \_\_\_\_\_. 2-5 Credits.**

A variable topic seminar open only to graduate students meeting the requirements established by faculty members offering the course. Prerequisite: Consent of instructor.

**MKTG 998. Independent Study for Doctoral Students. 1-5 Credits.**

Individual study of selected current problems in the field of business administration to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Student must submit written statement of proposed project. Prerequisite: Approval required from supervising faculty member and PhD Team.

**MKTG 999. Doctoral Dissertation. 1-12 Credits.**

(V) Individual research work. Graded on a satisfactory progress/limited progress/no progress basis.

## Business Courses

**SCM 232. Introduction to Supply Chain Professions. 1 Credits.**

In this course, we focus on the Supply Chain professions and cover a variety of topics. Topics include, but are not limited to, career opportunities; the importance of professional mentorship; professional membership with groups/associations; appropriate industry certifications; graduate education content, timing, and opportunities; the role of career broadening experiences; and ethical dilemmas within the professions. We emphasize both current practice and projected industry trends and involve guest speakers. Check with your Major to see which 230 course it requires or recommends (ACCT 230, BSAN 230, BUS 230, FIN 230, IST 230, MKTG 230 or SCM 232) and when it encourages you to take it. Prerequisite: BUS 210 or BUS 200 or concurrent enrollment.

**SCM 305. Survey of Decision Making in Business. 3 Credits.**

An introduction to decision making under the uncertainty encountered in business and in everyday life. Covers selected topics in probability, statistics, economics, and operations research, and their application to complex problems in financial management, marketing, operations management, supply chain management, and quality management; as well as risks affecting everyday life, such as personal decisions in regard to careers, leadership, and wealth management. (Not open to students with credit in BBA 305, SCM 310 or SCM 311.) Prerequisite: KU Core 34 English requirements (or Goal 1, Outcome 2) and KU Core 34 Math & Statistics requirement (or Goal 2, Outcome 1), or instructor approval.

**SCM 310. Management Science and Operations Management. 3 Credits.**

Introduces some of the most widely used models from management science in business decision making. Topics include decision making under uncertainty, resource allocation models, and production and

operations management. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**SCM 311. Management Science and Operations Management, Honors. 3 Credits.**

Honors treatment of this course introduces some of the most widely used models from management science in business decision making. Topics include decision making under uncertainty, resource allocation models, and production and operations management. Only open to students admitted to the University Honors Program, the Business Honors Program, or permission of the instructor. Prerequisite: ACCT 200 and ECON 142 (or ECON 143); Prior completion or co-enrollment in BSAN 202.

**SCM 400. Special Topics in Supply Chain Management: \_\_\_\_\_. 1-5 Credits.**

This is a variable-topic seminar. Its purpose is to allow the occasional offering of supply chain management topics not covered by established courses. Prerequisite: Determined for each topic by instructor. Enrollment restricted.

**SCM 401. Introduction to Supply Chain Management. 3 Credits.**

This course introduces the student to supply chain management. Students are presented the key concepts of supply chain management, the application of these concepts and are provided with the managerial knowledge of supply chain management through class discussions and case studies. Students discover the impact of information technologies, strategic alliances and logistics on supply chain management and the performance implication of supply chain management. Prerequisite: SCM 310 or SCM 311, FIN 310 or FIN 311, and MKTG 310 or MKTG 311. Enrollment restricted.

**SCM 402. Procurement and Supplier Management. 3 Credits.**

This course involves the study of supply management. Topics covered include the purchasing process, the role of the procurement function within the company, and the evaluation, selection and development of suppliers. The course is also designed to emphasize the importance of negotiations and managing contracts. Prerequisite: SCM 401. Enrollment restricted.

**SCM 403. Logistics, Transportation and Warehouse Management. 3 Credits.**

This course discusses the area of physical distribution management of supply chains. Attention is given to managerial responsibilities such as inventory management, network and transportation design, warehousing, closed-loop supply chains, and facility planning. Prerequisite: SCM 401. Enrollment restricted.

**SCM 404. Management of Integrated Information System/ERP. 3 Credits.**

This course provides an introduction to Enterprise resource planning (ERP) systems. We will evaluate the functions, processes and data requirements of business functions in an integrated framework. The objectives of the course include (1) understanding data needs of different business functions; (2) understanding alternative information systems solutions and the problems in independent information systems and; (3) understanding ERP systems as solutions to integration. Not open to students with credit in IST 401. Prerequisite: IST 202 or BSAN 310 or BSAN 311. Enrollment restricted.

**SCM 410. Capstone in Supply Chain Management. 3 Credits.**

Integrating and apply the theories, concepts, and methods taken in previous supply chain management courses through the use of readings, case studies, projects, and industry speakers. Prerequisite: SCM 401 and IST 202 or BSAN 310 or BSAN 311. Enrollment restricted.

**SCM 415. Data Analysis and Forecasting. 3 Credits.**

This course is concerned with the analysis and interpretation of data encountered in business and economics. One goal of the course is to develop skills in the analysis of data that can be used to solve problems students are likely to encounter on the job. The course attempts to develop an attitude toward data analysis that can be usefully applied in a wide variety of real life situations. A variety of statistical tools are covered. In particular, the multiple regress model is covered with an emphasis on how the model can be used in situations involving economic data. Data analysis techniques are illustrated with examples and case studies using computers. This course is in the management sciences and operations management area. Not open to students with credit in BSAN 415. Prerequisite: SCM 310 or SCM 311. Enrollment restricted.

**SCM 416. Supply Chain Modeling and Optimization. 3 Credits.**

Design, develop, and use computer decision models for analysis of supply chain operations; computer intensive coursework emphasizing spreadsheet applications. Prerequisite: SCM 401. Enrollment restricted.

**SCM 418. Modeling and Risk Analysis. 3 Credits.**

An introduction to the concepts, methodologies, and applications of risk analysis and modeling. This course is designed primarily to develop practical modeling skills with spreadsheet software. To accomplish this, material from across the finance discipline will be covered as well as material from the supply chain management discipline. Examples from corporate finance, investments, financial derivatives, real estate, personal finance, and supply chain management methods will be used to demonstrate modeling. Not open to students with credit in FIN 418 or FIN 460 or BSAN 418. Prerequisite: FIN 310 or FIN 311. Enrollment restricted.

**SCM 425. Customer Relationship Management. 3 Credits.**

This course offers a comprehensive introduction to the strategy and tactics of customer relationship management (CRM). Particular emphasis is given toward identifying the key strategic principles inherent in the customer-centric focus that underlies a successful CRM program. Topics include: Fundamentals of CRM strategy, marketing metrics, customer profitability analysis, choice modeling, techniques for evaluating model performance and applications of CRM to marketing campaign management. Students will be instructed on how to implement the CRM techniques using various software tools and real-world data. (Same as BSAN 465 and MKTG 465.) Not open to students with credit in BSAN 465 or MKTG 465 or SCM 425 or MKTG 400 - Customer Relationship Management. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**SCM 453. Retailing, Distribution Channel and Supply Chains. 3 Credits.**

This course exposes students to the many facets of retailing and provides a basic understanding of retailing concepts. At the completion of the course, students will understand the challenges of starting, managing, expanding, and succeeding in retailing. The course covers major functions that comprise the retailing task, including the decision tools used, planning, strategy formulation, implementation and control in retail management. The content of the course should be useful for students interested in working in the retail sector, desiring to work for companies that interface with retailers and/or for those with a general management and entrepreneurial interest. Not open to students with credit in MKTG 453. Prerequisite: MKTG 310 or MKTG 311. Enrollment restricted.

**SCM 460. Supply Chain Analytics. 3 Credits.**

A Supply Chain Management perspective for leveraging and implementing business analytics tools & concepts. Primary points of focus include Supply Chain applications, data set collection, information systems infrastructure requirements and optimizing SCM efficiency & value. Course format to include lecture, in-class lab work (R or Python),

case studies and guest lecturers. (Same as BSAN 460.) Prerequisite: SCM 401 or BSAN 440.

**SCM 500. Individual Research in Supply Chain Management. 1-5 Credits.**

Individual study of selected topics in supply chain management not otherwise available to the student. Topics selected to be determined by the special interests and objectives of the student in consultation with a faculty member who will supervise the reading and research. Prerequisite: Approval of proposed plan of study by the instructor. Enrollment restricted.

**SCM 701. Introduction to Supply Chain Management. 3 Credits.**

This overview course covers a wide set of topics to develop a strategic view of supply chain management and to illustrate its interdisciplinary nature. The course has the following principal objectives: to introduce the strategic and operating issues and decisions involved in managing the operational and supply chain processes within and across firms; to understand the global and interdisciplinary nature of supply chain management; to understand the concept of supply chain coordination by managing information and inventory. Topics covered in the class include supply chain functions, forecasting and demand management, inventory management, managing information flows in supply chains, globalization and outsourcing, and supply chain technologies. Prerequisite: Corequisite: DSCI 701. Enrollment restricted.

**SCM 702. Procurement and Supplier Management. 3 Credits.**

This course involves the study of supply management. Topics covered include the purchasing process, the role of the procurement function within the company, and the evaluation, selection and development of suppliers. The course is also designed to emphasize the importance of negotiation and managing contracts. Prerequisite: SCM 701. Enrollment restricted to Fort Leavenworth officers.

**SCM 703. Transportation, Logistics Systems. 3 Credits.**

This course discusses the area of physical distribution management of supply chains. Attention is given to managerial responsibilities such as network design, transportation methods, inventory management, warehousing, packaging and materials handling. Prerequisite: Corequisite: SCM 701. Enrollment restricted to Fort Leavenworth officers.

**SCM 704. Information Systems for Supply Chain Management. 2 Credits.**

This course provides an introduction to Enterprise Resource Planning (ERP) systems. We will evaluate the functions processes and data requirements of business functions in an integrated framework. The objectives of the course include (1) understanding data needs of different business functions; (2) understanding alternative information systems solutions and the problems in independent information systems and; (3) understanding (ERP) systems as solution to integration. Prerequisite: SCM 701. Enrollment restricted to Fort Leavenworth officers.

**SCM 705. Project Management. 2 Credits.**

An introduction to formal project management methods and practices presented in a fashion that builds upon experiences of the students in the class. At the end of the class, each student should: understand the formal project management discipline and methodology, appreciate at a high level different approaches to project management and when each might most effectively be applied, understand the importance and benefits of standard methodologies, be able to adapt such methods to unique situations, and learn the key features of some project management software.

**SCM 706. Change Management. 2 Credits.**

This course provides students an understanding of the processes driving change in the business world as well as the strategic implementation required of leaders that enables them to effectively manage their

organizations in a changing environment. It is concerned with the development of specific actions, decisions and communications in times of change. The course is specifically designed to focus on changes in the environment for business, but in a way that business professionals and/or non-business people can be equally effective in the learning environment. Prerequisite: SCM 701. Enrollment restricted to Fort Leavenworth officers.

**SCM 710. Capstone in Supply Chain Management. 3 Credits.**

Integrating and applying the theories, concepts, and methods taken in previous supply chain management courses through the use of readings, case studies, project and industry speakers. Prerequisite: SCM 701. Enrollment restricted to Fort Leavenworth officers.

**SCM 718. Operations and Supply Chain Management. 3 Credits.**

This course covers a wide set of topics to develop both strategic and analytical skills in supply chain management. The course will provide a conceptual framework and a set of analytical tools to analyze, coordinate, and improve organizational processes. Objectives of the course include and introduction to the strategic and operating issues and decisions involved in managing the operational and supply chain processes within and across firms; an understanding of the concept of supply chain coordination by managing information and inventory; and to develop a basic understanding of purchasing, supplier relationship management, and outsourcing. Topics include process and cycle time analysis, lean/JIT production system, six sigma, inventory management, managing information flows in supply chains, and purchasing and supply management. Prerequisite: DSCI 706 or BSAN 706.

**SCM 820. Operations and Supply Chain Management. 3 Credits.**

This introductory course covers a wide set of topics to develop both strategic and analytical skills in supply chain management. The course will provide a conceptual framework and a set of analytical tools to analyze, coordinate, and improve organizational processes. Objectives of the course include an introduction to the strategic and operating issues and decisions involved in managing the operational and supply chain processes within and across firms; an understanding of the concept of supply chain coordination by managing information and inventory; and to develop a basic understanding of purchasing, supplier relationship management, and outsourcing. Topics include process and cycle time analysis, lean/JIT production system, six sigma, inventory management, managing information flows in supply chains, and purchasing and supply management. This course is open only to students in the full-time MBA program.

**SCM 831. Distribution Channels and Global Operations. 3 Credits.**

This course addresses the theory and practice of designing distribution channels and global supply chains. The objectives of the course are to provide an understanding of different channels of distribution and the complexities of global operations along with their associated risks and rewards. The course will address topics in transportation, fulfillment, and facility location to support global supply chains. It will develop the ability to design logistics systems and formulate integrated supply chain strategy. The topics also include channels of distribution, , warehousing, and global operations management. Prerequisite: SCM 820. This course is open only to students in the full-time MBA program.

**SCM 898. Independent Study for Master's Students. 1-6 Credits.**

Individual study of selected current problems in the field of supply chain management to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Students must have at least a 3.0 grade point average and be in good academic standing in a graduate business program and must submit a written statement of the proposed project approved by a supervisory faculty member prior to enrollment.

**SCM 998. Independent Study for Doctoral Students. 1-5 Credits.**

Individual study of selected current problems in the field of business to be adapted to the special interests and objectives of the students and conducted through extensive reading and research. Student must submit written statement of proposed project. Prerequisite: Approval required from supervising faculty member and PhD Team.

**SCM 999. Doctoral Dissertation. 1-12 Credits.**

Individual research work. Graded on a satisfactory progress/limited progress/no progress basis.