

# HENRY W. BLOCH SCHOOL OF MANAGEMENT

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Bloch School (<http://www.bloch.umkc.edu/>) of Management

5110 Cherry Street

(816) 235-2201

[bloch@umkc.edu](mailto:bloch@umkc.edu)

<http://www.bloch.umkc.edu/>

## **Mailing Address**

University of Missouri-Kansas City

Henry W. Bloch School of Management

5110 Cherry Street

Kansas City, MO 64110-2499

## **Dean:**

Brian Klaas

## **Associate Deans:**

Arif Ahmed

Jocelyn Evans

Brent Never

## **Chair, Department of Accountancy:**

Leigh Salzsieder

## **Chair, Department of Entrepreneurship and Management:**

Jeff Hornsby

## **Chair, Department of Finance:**

John Clark

## **Chair, Department of Marketing & Supply Chain Management:**

Kalpesh Desai

## **Chair, Department of Public Affairs:**

Susan Opp

## **Executive Director of Student Affairs:**

Gene Pegler

## **Director, Lewis White Real Estate Center:**

Charles Connely

## **Coordinator, Doctoral Studies in Public Affairs and Administration:**

Arif Ahmed

## **Degree Programs**

The Bloch School offers the degrees of Bachelor of Business Administration (B.B.A.); Bachelor of Science in Accounting (B.S.A.); Master of Business Administration (M.B.A.); Master of Public Administration (M.P.A.); Master of Science in Accounting (M.S.A.); Master of Science in Finance (M.S.F.); and Master of Science in Entrepreneurial Real Estate (M.S.E.R.E.). Within the M.B.A. program there are Executive M.B.A. (E.M.B.A.), and Professional M.B.A. (P.M.B.A.) offerings. Graduate Certificates in Business Analytics, Commercial Real Estate and Technology Innovation and Management are offered. A Certificate in Technology Innovation and Management is available at the undergraduate level. The Department of Public Affairs also has a Graduate Certificate in Nonprofit Management and Innovation, a Graduate Certificate in Urban Policy and Management, and a Graduate Certificate in Health Leadership. Additionally, the School has two joint degree programs with the UMKC School of Law, the J.D./M.B.A. and the J.D./M.P.A. degrees, and participates in the Interdisciplinary Ph.D. program. The Bloch School also offers business and entrepreneurship minors.

## **History**

The University has offered business courses since 1933. In 1953, with the support and encouragement of the Kansas City community, the School of Business Administration was established. Since that time, the Bloch School has grown to a student body of 2000 and a faculty of approximately 50 professional educators. In January 1988, the School was renamed for Henry W. Bloch, co-founder of H&R Block, and moved into a newly expanded building. In 2010, the School officially changed its name to the Henry W. Bloch School of Management to reflect our differentiation as a school that integrates business management, public administration and the infusion of a global, innovative and entrepreneurial mindset. In the fall of 2013, a

second building was added to the Bloch School, the Bloch Executive Hall for Entrepreneurship and Innovation. The opening of the newly renovated Bloch Heritage Hall was celebrated in July 2022 to coincide with what would have been Mr. Bloch's 100th birthday.

## Vision

The region's premiere b-school for supporting innovation and organizational transformation, expanding access to great careers, and fostering inclusive prosperity.

## Mission

We use experience-based learning to develop problem-solvers and entrepreneurial leaders who can leverage technology for a changing world. We provide pathways to career success, engage with partners from across the community, and build thought-leadership to support all of our stakeholders.

## Values

Following the inspiration offered by Mr. Henry W. Bloch, our work is guided by our commitment to:

- Working hard, persevering and making a difference
- Entrepreneurial thinking
- Community orientation
- Inclusiveness and diversity
- Global awareness

## Accreditation

The Bloch School is accredited by AACSB International - The Association to Advance Collegiate Schools of Business and by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA).

## Scholarships

The Bloch School offers numerous scholarships for students enrolled in Bloch degree programs. Information and application links are available on the Bloch School Web site at <https://bloch.umkc.edu/students/paying-for-school/>. March 1 is the deadline for the majority of these scholarships, which are awarded for the following academic year. For information on loans, grants and other financial aid, contact the UMKC Student Financial Aid and Scholarships Office.

## Internships

Students who want to experience work opportunities while in school are encouraged to take their learning beyond the classroom through internships. For-credit internships typically carry one to three hours of credit. To earn academic credit, students should identify a Bloch School faculty member qualified and willing to supervise an internship, complete an internship form available on the Bloch School website at <https://bloch.umkc.edu/current-students/policies-and-forms.html> and enroll in an approved internship course. Interested students should contact the Bloch Career Center for internship opportunities. International students must also apply through the International Student Affairs Office to receive approval to work off campus.

## International Study Abroad

Bloch School students have the opportunity to study abroad for credit. Students may study for a week, a semester, or an academic year. Students who are interested in study abroad opportunities should contact their academic advisor or the UMKC Study Abroad and Global Engagement Office.

## Career Support

The Bloch Career Center is a full-service office working with students, alumni and employers. Their staff are committed to helping Bloch students connect with careers they care about and collaborate with Kansas City's top employers to create opportunities for Bloch School students.

## Faculty

**Arif Ahmed**<sup>2,3</sup>; associate dean, and associate professor of health administration; B.D.S. (Dhaka Dental College); M.S.P.H., Ph.D. (University of Illinois - Urbana-Champaign).

**Joseph Bartling**; assistant teaching professor; B.S. (Colorado State University); M.A. (University of Missouri-Kansas City); M.S. (Northwestern University).

**Erin E. Blocher**; associate teaching professor of management, B.A., M.A. (University of Kansas).

**Bryan C. Boots**; associate teaching professor of entrepreneurship, and managing director for venture creation, Regnier Institute for Entrepreneurship and Innovation; B.S., M.S. (Kansas State University); M.B.A. (University of Missouri-Kansas City); Ph.D. (Colorado State University).

**Marvin Carolina, Jr.;** assistant teaching professor; B.S. (Georgia Institute of Technology); M.A. (North Park University).

**Ranjit Christopher;** associate professor of marketing; B.E. (University of Madras); Ph.D. (Arizona State University).

**John Clark**<sup>2</sup>; associate professor of finance and chair, Department of Finance; B.A., M.A., Ph.D. (University of Alabama).

**Charles Connely;** associate teaching professor, finance and real estate, and director, Lewis White Real Estate Center; B.B.A., M.B.A. (University of Missouri - Kansas City); C.C.I.M, C.F.P, C.P.M.

**James R. DeLisle;** academic director of the Lewis White Real Estate Center, and associate professor of real estate; B.B.A., M.S., Ph.D. (University of Wisconsin).

**Kalpesh Kaushik Desai**<sup>2</sup>; professor of marketing and supply chain management, and chair, Department of Marketing and Supply Chain Management; B.Commerce (Bombay University); M.B.A. (Jamnalal Bajaj Inst. of Mgmt. Studies, India); Ph.D. (University of Texas at Austin).

**Amy Donnelly;** assistant professor of accounting; B.S.B.A., M.A. (Kansas State University); Ph.D. (University of Central Florida).

**Jocelyn Evans;** associate dean, and Henry W. Bloch Endowed Chair in Finance; B.A. (Barat College); M.B.A. (Washington University in St. Louis); Ph.D. (University of South Carolina).

**Christopher Garmon**<sup>2,3</sup>; assistant professor of health administration; B.A. (New College of Florida); Ph.D. (University of Florida).

**Phillip Gonsher,** assistant director of mentor programs, Regnier Institute for Entrepreneurship and Innovation, and teaching professor of entrepreneurship and marketing; B.A. (Ottawa University); M.A. (Webster University); M.L.A. (Baker University).

**Ann Hackett;** faculty director, and assistant professional practice professor; B.A. (Central Michigan University); M.A., Ph.D. (Kansas State University).

**Andy Heise;** assistant director, Regnier Institute for Entrepreneurship and Innovation, and associate teaching professor, global entrepreneurship; B.M., M.B.A. (Millikin University).

**Rachel Hochstein;** assistant professor; B.A., M.B.A., Ph.D. (Florida State University).

**Bryan Hong**<sup>2,3</sup>, associate professor of entrepreneurship and management; B.S. (Indiana University); M.S., Ph.D. (University of California-Berkeley).

**Jeffrey S. Hornsby**<sup>2</sup>; University of Missouri Curators' Distinguished professor, and Henry W. Bloch/Missouri Endowed Chair of entrepreneurship and innovation, director, Regnier Institute for Entrepreneurship and Innovation, and chair, Department of Entrepreneurship and Management; B.A. (Miami University, Ohio); M.A. (Western Kentucky University); Ph.D. (Auburn University).

**Jingyao Huang;** assistant professor of marketing and supply chain management; B.B.A. (Nankai University); Ph.D. (The University of Texas at Austin).

**Marsha Huber;** associate teaching professor; B.A. (Ohio University); M.B.A. (Miami University); Ph.D. (Ohio State University); MAPP (University of Pennsylvania); M.S. and graduate certificate (State University of New York at Buffalo); M.L.A. (Harvard University Extension School), CPA.

**David Jarrett;** visiting assistant professor, management; B.A. (University of North Carolina at Chapel Hill); M.B.A. (University of Virginia).

**Jeff S. Johnson;** associate professor of marketing; B.S., M.B.A., Ph.D. (University of Nebraska-Lincoln).

**Jae C. Jung;** faculty director, and associate professor of international business; B.A., M.B.A. (Korea University); Ph.D. (University of Western Ontario).

**William R. Keeton;** associate teaching professor, finance; B.A., M.A. (Yale University); Ph.D. (Massachusetts Institute of Technology).

**Sohee Kim;** assistant professor; B.B.A. (Ewha Womans University); M.Acc. (University of Oregon); Ph.D. (University of Kentucky), CISA.

**Brian S. Klaas**<sup>2</sup>; dean, Henry W. Bloch School of Management, and professor of management; B.S., M.S. (Illinois State University); Ph.D. (University of Wisconsin-Madison).

**Julie K. Kline;** associate teaching professor; B.S. (Kansas State University); M.S.A. (University of Missouri-Kansas City); C.P.A.

**David Kuipers;** associate professor of finance; B.S. (Iowa State University); M.S. (University of Houston-Clear Lake); Ph.D. (University of Missouri-Columbia).

**Qiyang (Cliff) Lian,** assistant professor of accounting; B.S. (Nanjing Audit University); M.S. (University of Pittsburgh); Ph.D. (University of Kansas).

**Kimberly Luken;** assistant teaching professor; B.A. (University of Northern Iowa); M.A. (University of Iowa), CPA.

**Brandon E. Martin;** UMKC vice chancellor, and director of athletics; executive in residence; B.S. M.Ed. Ph.D. (University of Southern California).

**Robyn M. Martin;** assistant teaching professor of management; B.B.A., M.B.A. (University of Missouri-Kansas City).

**Alexandria Matlack**; instructor, director, E-Scholars; B.A. (University of Nebraska-Omaha); M.S. (New York University).

**Nathan Mauck**<sup>2,3</sup>; professor of finance; B.S. (Kansas State University); Ph.D. (Florida State University).

**Izuchukwu Mbaraoonye**; assistant professor; B.B.A. (University of Oklahoma); M.S., M.B.A. (University of Texas-Dallas); Ph.D. (University of Nebraska-Lincoln).

**Anthony Mendes**; managing director, Regnier Institute for Entrepreneurship and Innovation, and assistant teaching professor; B.A., M.S. (Central Missouri State University); M.B.A. (Rockhurst University); Ph.D. (University of Missouri-Kansas City).

**David Mihanovic**; instructor; B.S. (Bowling Green State University); M.B.A. (Indiana University).

**Shari Miller Blank**; assistant teaching professor; B.A. (University of Michigan-Ann Arbor); J.D. (University of Missouri-Kansas City).

**Charles Y. Murnieks**<sup>2,3</sup>, associate professor of entrepreneurship and management and A. Gottlieb Chair of Strategic Management; B.S. (Air Force Academy); M.B.A. (University of California-Los Angeles); Ph.D. (University of Colorado).

**Troy L. Nash**, assistant teaching professor; B.S. (Wesley College); M.A., M.A., J.D., M.B.A. (University of Missouri-Kansas City); Ed.D. (St. Louis University); M.U.P. (University of Southern California), H.D.F.P., E.D.F.P., C.C.I.M.

**Brent Never**<sup>2,3</sup>; associate dean, and associate professor of public affairs; B.A. (Connecticut College); Ph.D. (Indiana University).

**David Nicol**; assistant teaching professor; B.Sc. (Ohio State University); M.A. (Case Institute of Technology), Ph.D. (Case Western Reserve University).

**Gary O'Bannon**, instructor, management; B.A. (UMKC); M.A. (Webster University).

**Susan Opp**<sup>2</sup>; Schutte Endowed Chair, and chair Department of Public Affairs; B.A. (University of Colorado-Boulder); M.P.A. (Western Kentucky University); Ph.D. (University of Louisville).

**Stephen W. Pruitt**; Arvin Gottlieb/Missouri Endowed Chair in Business Economics and Finance; B.S. (Purdue University); M.B.A. (Ohio State University); Ph.D. (Florida State University).

**Earnest Rouse**; assistant teaching professor; B.A. (University of Arkansas at Pine Bluff), M.P.A. (Iowa State University).

**Seyed Roozmehr Safi**<sup>2,3</sup>; associate professor of management information systems; B.S. (Azad University); M.B.A. (Sharif University of Technology); Ph.D. (Texas Tech University).

**Leigh Salzsieder**<sup>2</sup>; associate professor of accounting, and chair, Department of Accountancy; B.A. (Drury University); M.B.A. (University of Kansas); Ph.D. (University of South Carolina), C.P.A., A.B.V.

**Tammie Schaefer**; associate professor of accounting; B.S., M.B.A. (Rockhurst University); Ph.D. (University of South Carolina); C.P.A.

**Bruce Snyder**; instructor; B.S.B., M.B.A. (University of Kansas).

**Alan W. Weber**; associate teaching professor; B.S. (Purdue University); M.B.A. (University of Missouri-Kansas City).

**John Patrick Welsh**; associate teaching professor, entrepreneurship; B.S. (University of Missouri-Columbia); M.B.A. (St. Louis University).

**Larry D. Wigger, Jr.**; faculty director, and associate teaching professor; B.A. (William Jewell College); M.S., M.B.A. (Elmhurst College); Ph.D. & graduate certificate (University of Missouri-Kansas City).

**Benjamin J. Williams**; associate teaching professor and managing director, Regnier Institute for Entrepreneurship and Innovation; B.B.A. (Drury University); J.D. (University of Connecticut School of Law); M.B.A. (University of Missouri-Kansas City).

**Michael Wizniak**; associate teaching professor; B.A. (University of Kansas); M.B.A. (University of Missouri-Kansas City).

**Zhihao (Terry) Zhang**, assistant professor of supply chain management; Bachelor of Economics (University of International Business and Economics); M.S. (University of Maryland); Ph.D. (University of South Carolina).

## Professor Emeriti

**Raj Arora**; professor emeritus of marketing; B.S., M.S. (University of South Carolina); Ph.D. (Claremont Graduate School).

**Lee Bolman**; professor emeritus; B.A. Ph.D. (Yale University).

**David Cornell**; associate professor emeritus of accounting; B.S. (University of Kentucky); M.B.A. (Eastern Kentucky University); Ph.D. (Louisiana State University); C.P.A., C.M.A.

**Nancy E. Day**; professor emerita of human resources; B.S. (Missouri State University); M.A. (University of Missouri-Kansas City); Ph.D. (University of Kansas).

**Stephen DeLurgio**; professor emeritus; B.S. (University of Missouri-Rolla); M.B.A., Ph.D. (St. Louis University).

**David Donnelly**; professor emeritus of accounting; B.S.B.A., M.B.A. (Kansas State University); Ph.D. (University of Illinois); C.P.A.

**Larry R. Garrison**; professor emeritus of accounting; B.S.B.A. (University of Central Missouri); M.S. (University of Missouri-Kansas City); Ph.D. (University of Nebraska-Lincoln); C.P.A.

**Fred H. Hays**; associate professor emeritus of finance; B.B.A., M.S. (Baylor University); Ph.D. (Louisiana State University).

**Mark Parry**; professor emeritus; B.A. (Metropolitan State College); M.A. (University of Texas-Arlington); Ph.D. (University of Texas-Dallas).

**Nicholas Carl Peroff**; professor emeritus and emeritus James C. Olson Professor of Public Administration; B.S., M.A., Ph.D. (University of Wisconsin-Madison).

**Roger A. Pick**; professor emeritus of management information systems; B.S. (University of Oklahoma); M.S., Ph.D. (Purdue University).

**Rita-Marie Cain Reid**; professor emerita of business law; B.A. (Rockhurst University); J.D. (University of Kansas).

**David O. Renz**; professor emeritus and emeritus director, Midwest Center for Nonprofit Leadership; B.S., M.A., Ph.D. (University of Minnesota).

**Leon Robertson** professor emeritus of strategic and international management; B.S., M.S. (Georgia Institute of Technology); Ph.D. (Georgia State University).

**Probir Roy**; associate professor emeritus of quantitative analysis; B.S. (Indian School of Mines); M.B.A. (Indian Institute of Management); Ph.D. (University of Cincinnati).

**Joseph F. Singer**; professor emeritus of business operations and analysis; B.S. (Morningside College); M.B.A. (University of Missouri-Kansas City); Ph.D. (University of Arkansas).

**Marilyn Taylor**; professor emerita of strategic management; B.A. (University of South Florida); M.B.A., D.B.A. (Harvard University).

**Sidne G. Ward**; associate professor emerita; B.A., M.B.A. (University of Oklahoma); Ph.D. (University of California-Los Angeles).

<sup>1</sup> Associate or Adjunct Graduate Faculty

<sup>2</sup> Members of UMKC Graduate Faculty

<sup>3</sup> Members of UMKC Doctoral Faculty

<sup>4</sup> Located at UM-St. Louis campus

## Undergraduate

### Undergraduate Programs:

- Bachelor of Business Administration
- Bachelor of Science in Accounting
- Business Administration Minor
- Entrepreneurship Minor
- Undergraduate Certificate: Technology Innovation and Management

## Undergraduate Advising

Roo Advising (<http://catalog.umkc.edu/roo-advising/>)

Roadvising@umkc.edu

816-235-1148

Academic advising for undergraduate students is delivered through Roo Advising. Academic Advising is an integral part of student's university experience and has a significant impact on student success. The goals of Roo Advising are to provide students an exceptional advising experience that is equitable, holistic, personal, and timely. Advisors will assist students with the following:

- Understand degree requirements and have a early plan to graduation
- Navigate UMKC processes, systems, and services

- Explore, clarify and confirm fit with their major and career plans
- Develop clear and personalized academic objectives for short and long-term goals
- Enhance self-efficacy and sense of agency

Our professional academic advisors will assist students in all aspects of their undergraduate educational career.

- Assist students in choosing majors and developing academic plans
- Inform students about general education requirements
- Advise students on class selection and registration
- Offer advice on educational and career goals
- Assist students to connect with support services on campus
- Regularly review academic progress and progression toward degree completion
- Connect students with faculty mentors and UMKC Career Services
- Review academic policies and procedures
- Help students with other related issues or problems of an academic nature

### **Academic Advising**

To facilitate progress toward the student's degree, and to ensure that courses selected support completion of degree requirements, students are required to participate in advising each semester before registering for classes. Academic advising is required for all undergraduate students and is enforced using an advising hold in Pathway. In general, students should schedule an appointment to meet with their assigned academic advisor to discuss their enrollment plan and request their advising hold be released. Once students have a fully approved academic plan, there may be options to have holds released without a requirement for an appointment with certain programs.

Students enrolled in double majors or dual degree programs may be advised by two or more advisors with expertise in the specific programs. The advisor for student's primary degree program will have the major advising responsibility.

Students have many options to meet with their assigned academic advisor. Students are encouraged to schedule an appointment with their assigned advisor to ensure appropriate time is set aside to address student's issues and concerns.

### **Schedule an appointment**

Students can schedule an appointment to meet with their assigned academic advisor on their own through UMKC Connect (<https://umkc.starfishsolutions.com/starfish-ops/support/login.html>). If assistance is required, students can call Roo Advising at 816-235-1148 or send an email to [rooadvising@umkc.edu](mailto:rooadvising@umkc.edu).

### **Drop-In Advising**

Drop-In Advising will be available the week prior to and the first week of each term. In addition, drop-in advising is available during regular terms as noted below.

- Monday and Tuesday 11am-12:00pm
- Wednesday and Thursday 1:00pm-2:00pm

### **Advising Office Locations**

Roo Advising is delivered across UMKC

- Arts & Cultural Studies-Scofield Hall, Room 9
- Business & Management-Bloch Heritage Hall, Suite 230
- Exploratory-Scofield Hall, Room 9
- Human Behavior, Education & Justice-Scofield Hall, Room 9 and School of Education, Suite 129 (for education majors only)
- Natural & Health Sciences-Flarsheim Hall, Suite 510 (including Health Sciences-non nursing tracks and public health). Advising for Health Sciences nursing tracks and Nursing program are virtual/remote only.
- Numbers, Engineering, Technology, & the Cosmos-Flarsheim Hall, Suite 336
- Visiting/Non-Degree-Scofield Hall, Room 9

### **Faculty Mentors**

Faculty in student's declared degree programs are a significant and valuable resource for students. As experts in their respective fields they can assist students with their exploration of major and career options. Faculty can assist students to consider elective options tailored to their specific interests

and assist students to make connections with professionals in Kansas City, Missouri, the United States, or across the globe. In addition, faculty can help students to make connections with colleagues in graduate or professional schools that may be of interest to students.

Students are responsible for becoming familiar with all academic regulations of the campus as outlined in the catalog and in other University documents.

## Graduate Graduate Programs:

- Graduate Certificate in Business Analytics (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/grad-cert-business-analytics/>)
- Graduate Certificate: Commercial Real Estate (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/grad-cert-commercial-real-estate/>)
- Graduate Certificate in Nonprofit Management and Innovation (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/grad-cert-nonprofit-management-innovation/>)
- Graduate Certificate: Technology Innovation and Management (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/grad-cert-tim/>)
- Graduate Certificate in Urban Policy and Management (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/grad-cert-urban-policy-admin/>)
- Master of Business Administration (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/master-of-business-administration/>)
- Master of Science in Entrepreneurial Real Estate (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/master-of-entrepreneurial-real-estate/>)
- Master of Public Administration (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/master-of-public-administration/>)
- Master of Science in Accounting (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/master-of-science-accounting/>)
- Master of Science in Finance (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/master-of-science-finance/>)
- Interdisciplinary Ph.D. Programs (<http://catalog.umkc.edu/colleges-schools/henry-w-bloch-management/graduate-programs/interdisciplinary-phd/>)

## Accounting Courses

ACCTNG 210 Introduction To Financial Accounting Credits: 3

An overview of basic concepts and terminology associated with reporting financial information to parties outside of an organization. This course requires students to take an accompanying lab that meets one day a week.

**Prerequisites:** MATH 110 or MATH 120 or STAT 235 or higher; or ALEKS score of 61 or higher; or MyMathTest College Algebra score of 70% or higher; or ACT MATH sub-score of 28 or higher; or SAT MATH sub-score of 660 or higher; and 30 hours completed.

ACCTNG 211 Introduction To Managerial Accounting Credits: 3

An introduction to the use of cost accounting concepts and information in managing the activities of a business.

**Prerequisites:** ACCTNG 210 and completion of 45 hours.

ACCTNG 306 Introduction to Intermediate and the Accounting Profession Credits: 3

A study of the profession of accounting, the accounting process, and tools used in implementing that process.

**Prerequisites:** ACCTNG 210 and completion of 45 hours.

ACCTNG 307 Cost Management Credits: 3

A study of the principles and techniques of cost accounting with emphasis on the structure of cost accounting systems and the processing, summarizing and reporting of cost information. Topics include various issues relevant for manufacturing and service organizations, and introduction of situations that require the application of cost information to managerial settings.

**Prerequisites:** ACCTNG 211 and junior standing Bloch student.

ACCTNG 310 Intermediate Accounting Credits: 3

A study of theory and application of external corporate reporting. The course covers a variety of financial accounting issues including assets, liabilities, revenue recognition, and accounting change analysis. Publications and pronouncements of the accounting professions are emphasized where applicable.

**Prerequisites:** ACCTNG 306 and Bloch student.



**ACCTNG 318 Introduction to Data Analysis in Accounting Credits: 3**

With the proliferation of large data sets, the ability to use a variety of software tools to gain understanding of this data has become an invaluable skill set in modern accounting. The statistical concepts and spreadsheet versatility presented in earlier course work will be augmented with graphical presentation types and best practices, database structure and usability, and statistical application here. These skills will be embedded in the methodology of data analysis commonly found in accounting environments.

**Co-requisites:** ACCTNG 310.

**ACCTNG 350 Accounting Systems And Controls Credits: 3**

This course examines a number of systems employed to process accounting information, the internal control activities typically used in each system and associated documentation techniques.

**Prerequisites:** ACCTNG 310 (or co-requisite, ACCTNG 306, and Pre-MSA student).

**ACCTNG 360 Accounting Research and Communications Credits: 3**

A study of solving accounting issues by conducting research in the professional literature and communicating the results of that research to users. Students practice oral and written communication skills.

**Prerequisites:** ACCTNG 310.

**ACCTNG 405 Auditing Credits: 3**

A study of how the auditor determines the nature and amount of evidence that should be accumulated considering the unique aspects of an engagement, as well as some idea of how that evidence is evaluated in the context of a financial audit.

**Co-requisites:** ACCTNG 350.

**ACCTNG 412 Introduction to Income Taxation Credits: 3**

An examination of the theory, practice, and research methodology of taxation as applied to individuals and business entities.

**Prerequisites:** ACCTNG 211.

**ACCTNG 418 Data Analytics for Accounting Credits: 3**

Data Analytics is an investigation of the stories that large data stores can tell if only we know how to unravel them. As such, this course will examine big data sources from both a data-mining and a hypothesis-testing approach.

**Prerequisites:** Senior standing and BS Accounting student.

**ACCTNG 420 Advanced Accounting Credits: 3**

A study of the accounting for business combinations and the preparation of consolidated financial statements.

**Prerequisites:** ACCTNG 310.

**ACCTNG 421 Business Analysis and Reporting Credits: 3**

This course will offer an overview of financial accounting and reporting for state and local governments. Further, this course will cover selected business analysis topics related to historical, current and prospective analysis of the financial statements.

**Prerequisites:** ACCTNG 307 or equivalent and ACCTNG 310 or equivalent.

**ACCTNG 423 Applied Taxation and Client Relationship Management Accounting Credits: 1-3**

This course will involve becoming certified and working in the Volunteer Income Tax Assistance (VITA) program. VITA is a government sponsored organization that offers free tax assistance to low income, elderly, disabled and limited English-speaking taxpayers that need assistance with their tax returns. Students will develop technical accounting knowledge as well as written and oral communication skills. Different individuals will perform different tasks including: intake interviews, preparation of returns, review of returns prepared by others.

**Prerequisites:** ACCTNG 310

**ACCTNG 464 Principles of Internal Auditing Credits: 3**

A study of how the internal auditor determines the nature and amount of evidence that should be accumulated considering the unique aspects of an engagement, as well as some idea of how that evidence is evaluated in the context of a financial audit.

**Prerequisites:** ACCTNG 350.

**ACCTNG 470 Fraud Examination Credits: 3**

An examination of the elements of fraud and the fraud auditing process.

**Prerequisites:** Junior standing Bloch student.

**ACCTNG 487 Special Topics Credits: 3**

Special topics in accounting.

**ACCTNG 496 Internship: Accounting Credits: 1-3**

Internships may be used as elective credit in a student's degree program, and are supervised by a Bloch faculty member. Such experiences are not simply part-time jobs; rather, they provide a more significant professional opportunity. Job duties and related responsibilities are expected to revolve around the student's academic program and coursework.

**Prerequisites:** Departmental consent.



**ACCTNG 497 Special Topics In Accounting Credits: 1-3**

Study and research in accounting areas of special student interest, under individual faculty supervision and guidance.

**Prerequisites:** Departmental consent.

**ACCTNG 5503 Financial Accounting for Decision Making Credits: 3**

An introduction to the role of financial accounting in organizational decision making. The course provides students with an understanding of the process for reading, analyzing, and interpreting financial accounting data to make informed business decisions. Students will learn the strengths and limitations of accounting information and how it can be used to create value for the organization.

**Prerequisites:** Students must be enrolled in a Bloch School graduate program.

**ACCTNG 5517 Introduction to Intermediate and the Accounting Profession Credits: 3**

A study of the profession of accounting, the accounting process, and tools used in implementing the process.

**Prerequisites:** Admission to the MS Accounting program.

**ACCTNG 5522 Seminar in Accounting Credits: 1-3**

This course will integrate content from numerous courses and provides strategies for success on certification exams.

**ACCTNG 5523 Applied Taxation and Client Relationship Management Accounting Credits: 1-3**

This course will involve becoming certified and working in the Volunteer Income Tax Assistance (VITA) program. VITA is a government sponsored organization that offers free tax assistance to low income, elderly, disabled and limited English-speaking taxpayers that need assistance with their tax returns. Students will develop technical accounting knowledge as well as written and oral communication skills. Different individuals will perform different tasks including: intake interviews, preparation of returns, review of returns prepared by others.

**Prerequisites:** ACCTNG 5558 or equivalent.

**ACCTNG 5544 Advanced Accounting Systems Credits: 3**

This course explores information systems, data management and controls in a modern context as well as considerations of SOC engagements.

Recommended Preparation: ACCTNG 350 or ACCTNG 5550 or equivalent.

**ACCTNG 5545 Information Security and Controls Credits: 3**

This course explores information security, confidentiality and privacy. Recommended Preparation: ACCTNG 350 or ACCTNG 5550 or equivalent.

**ACCTNG 5550 Accounting Information Systems Credits: 3**

This course examines a number of systems employed to process accounting information, the internal control activities typically used in each system and associated documentation techniques. Recommended co-requisite ACCTNG 5517 or equivalent.

**ACCTNG 5551 Business Analysis and Reporting Credits: 3**

This course will offer an overview of financial accounting and reporting for state and local governments. Further, this course will cover selected business analysis topics related to historical, current and prospective analysis of the financial statements. Recommended Preparation:

ACCTNG 307/5556 or equivalent and ACCTNG 310/5558 or equivalent.

**ACCTNG 5556 Cost Management Credits: 3**

A study of the principles and techniques of cost accounting with emphasis on the structure of cost accounting systems and the processing, summarizing, and reporting of cost information. Topics include various issues relevant for manufacturing and service organizations, and introduction of situations that requires the application of cost information to managerial settings.

**Prerequisites:** Graduate student.

**ACCTNG 5557 Introduction To Income Taxation Credits: 3**

An investigation of the structure of federal, state, and local taxation, along with an examination of the impact of taxes on the management decision process. This course is not open to students who have completed ACCTNG 412.

**ACCTNG 5558 Financial Accounting Theory Credits: 3**

A study of theory and application of external corporate reporting. The course covers a variety of financial accounting issues including assets, liabilities, revenue recognition, and accounting change analysis. Publications and pronouncements of the accounting professions are emphasized where applicable. Recommended preparation: ACCTNG 5517 or equivalent.

**ACCTNG 5559 Advanced Financial Accounting Theory Credits: 3**

A study of advanced topics in financial accounting. Topics include business combinations and financial statement consolidation theory and practice. Recommended preparation: ACCTNG 310.

**ACCTNG 5560 Introduction To Auditing And Accounting Systems Credits: 3**

Fundamentals underlying the design of accounting systems and the processing of accounting data. Current auditing standards and procedures are extensively investigated, with emphasis on the nature of internal control, audit evidence, and audit reports. NOT available for students who have completed ACCTNG 405. Recommended preparation: ACCTNG 350 or ACCTNG 5550.

**ACCTNG 5564 Principles of Internal Auditing Credits: 3**

A study of how the internal auditor determines the nature and amount of evidence that should be accumulated considering the unique aspects of an engagement, as well as some idea of how that evidence is evaluated in the context of a financial audit. Recommended preparation ACCTNG 350 or equivalent.

**ACCTNG 5568 Data Analytics for Accounting Credits: 3**

Data Analytics is an investigation of the stories large data stores can tell if only we know how to unravel the story. As such, this course will investigate big data sources from both a data-mining and a hypothesis-testing approach.

**Prerequisites:** Admission to the MS Accounting degree program.

**ACCTNG 5570 Fraud Examination Credits: 3**

An examination of the elements of fraud and the fraud auditing process.

**Prerequisites:** Must be admitted to a graduate program in the Bloch School of Management.

**ACCTNG 5572 Tax Theory And Business Applications Credits: 3**

A study of substantive issues relating to the taxation of business entities including multi-jurisdictional considerations. Topics include business formation and dissolution, business valuation, selection of business entity, compensation of employees, sales or exchanges of business property, and business tax credits. Recommended preparation: ACCTNG 412 or ACCTNG 5557.

**ACCTNG 5575 Managerial Accounting: Issues, Tools And Analysis Credits: 3**

A look at various tools used to assist in the planning, control, performance evaluation, and decision-making activities of managers. Contemporary issues that confront management are introduced where appropriate.

**Prerequisites:** ACCTNG 307.

**ACCTNG 5577 Advanced Auditing Credits: 3**

An analysis of real-world cases of audit problems with emphasis on red flags, pressures auditors face, and serious implications of audit failure (both perceived and real). Recommended preparation: ACCTNG 405 or ACCTNG 5560.

**ACCTNG 5578 Current Problems In Accounting Credits: 3**

This course will focus on an in-depth exploration of specific problems including, but not confined to those accounting problems which have resulted in official positions being published or considered by the accounting profession.

**Prerequisites:** ACCTNG 360.

**ACCTNG 5580 Financial Reporting Systems Credits: 3**

Executive decision making and leadership requires financial fluency. Using a blended format, students develop the necessary capacities to manage financial reporting systems. Case materials offer students the opportunity to build on their analytical skill in regards to financial statements.

**Prerequisites:** Admission to Executive MBA Program.

**ACCTNG 5581 Individual Tax Problems Credits: 3**

This course explores the taxation of individuals as well as tax planning. Recommended Preparation: ACCTNG 412 or ACCTNG 5557 or equivalent.

**ACCTNG 5587 Special Topics Credits: 3**

This course is designed to facilitate one of two purposes: an initial offering of a new course (prior to formal approval) or an initial and possible only offering of new topics.

**ACCTNG 5595 Internship Credits: 1-3**

Internships may be used as elective credit in a student's degree program, and are supervised by a Bloch faculty member. Such experiences are not simply part-time jobs; rather, they provide a more significant professional opportunity. Job duties and related responsibilities are expected to revolve around the student's academic program and coursework. It is important to note that internship credit is not available for duties performed in current or prior employment. Grading for internships is on a credit/no credit basis. Students are limited to no more than six hours of independent study and internship credit.

**Prerequisites:** Departmental consent.

**ACCTNG 5597 Independent Study Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

**ACCTNG 5899 Required Graduate Enrollment Credit: 1**

## **Dec Science and Operation Mgmt Courses**

**DSOM 211 Business Analytics I Credits: 3**

Business Analytics I is an engaging, interactive course, ensuring the student has relevant, useful analytic skills applicable in both coursework and workplace. The student will learn in an interdisciplinary fashion, by analyzing practical business scenarios from Accounting, Finance, Marketing, Operations, and Supply Chain Management. The student will become proficient in spreadsheet use for data administration, analysis, and visual presentation. The statistical analysis focus in Business Analytics I is on descriptive and predictive measures, equipping the student for analysis, reporting, and business forecasting.

**Prerequisites:** MATH 110 or MATH 120 or higher; or ALEKS Score of 61 or higher; or MyMathTest College Algebra score of 70% or higher; or ACT Math Sub-score of 28 or higher; or SAT Math Sub-score of 660 or higher.

**DSOM 311 Business Analytics II Credits: 3**

Business Analytics II explores data science, including database access/query, big data, cloud computing, and the internet of things (IoT). The student will consider business ethics, information security, and privacy concerns in today's virtual/gig economy. The student will learn to integrate data from outside sources into various platforms, including Excel, Tableau, and Domo. The student will learn prescriptive analytics and will practice useful optimization methods. Practical interdisciplinary business exercises will draw from Accounting, Finance, Marketing, Operations, and Supply Chain Management, for future use.

**Prerequisites:** DSOM 211 or STAT 235 or STAT 115 or MOTRMATH 110 and completion of 45 hours.

**DSOM 340 Supply Chain and Operations Management Credits: 3**

The student will become familiar with and appreciate the concepts, models, methods, and technologies of supply chain and operations management in modern enterprises. Students will become familiar with the integrated view of procurement, operations and logistics management. Students will also understand the management of the flow of products from raw material sourcing and acquisition through delivery to the final user. Students will also become familiar with the modern technologies used in supply chain and operations management.

**Prerequisites:** Restricted to students in a Bloch School major or minor, BIT and BAS students.

**DSOM 346 Service Industry Analytics Credits: 3**

This course presents an introduction to the concepts, models, and methods of decision making in service operations management. Students will study approaches to project management, decision analysis, scheduling, queuing systems, optimization/allocation models, forecasting, and profitability analysis. Computer applications and computer-based operations control systems will be introduced as a means to effectively manage the operations functions of service organizations.

**Prerequisites:** DSOM 340.

**DSOM 432 Spending Analytics, Contracts, and Risk Management Credits: 3**

Students will advance to competency their understanding of the role of contracting, sourcing and supply management to support firm strategies. A comprehensive review of the process of costing, pricing, supplier evaluation and development and product cost aggregation will be used in analyzing spend and improving the supply chain partnerships, transactional relationships and intermediary distributors, agents and brokers with the goal of risk mitigation, cost efficiency and value added.

**Prerequisites:** DSOM 340.

**DSOM 442 Logistics, Transportation, Warehousing, and Distribution Credits: 3**

Logistics, Transportation, Warehousing and Distribution teaches effective, efficient design and management of supply chain networks, including complexities and challenges of warehousing, channel distribution and transportation, global logistics, value chains and performance management. We focus on practical examples of integrated networks of activity and data-driven performance-based logistics decisions.

**Prerequisites:** DSOM 340.

**DSOM 443 Project Management Credits: 3**

Planning and control of projects, to include network models, risk analysis, time reduction, resource scheduling, leadership, and evaluation.

**DSOM 444 Digital Transformations and Supply Chain Credits: 3**

This course provides the foundation for understanding the key issues associated with the digital transformation in the supply chain landscape and its implications for security and business continuity. Students learn about emerging technologies such as artificial intelligence (AI), blockchain, cloud computing, and the Internet of things (IOT) as they relate to operations and supply chain management. They learn how these technologies can contribute to the flexibility, traceability, compliance, and accountability in production, transportation, warehousing, and distribution. They also learn about the security risks associated with the use of these technologies.

**Prerequisites:** DSOM 340.

**DSOM 445 Strategic Sourcing and Supplier Relationship Management Credits: 3**

This course explores the roles of procurement and strategic sourcing as components of an overall supply chain strategy, and the impact this strategy has on the competitive success and profitability of organizations. The course is structured into three segments: before you source, how to source, and after sourcing.

**Prerequisites:** DSOM 340.

**DSOM 458 Data Visualization Credits: 3**

Data visualization is the art and science of turning data into clear, compelling stories using graphics and dashboards that can be easily understood by a target audience. This course emphasizes the narrative structure of communicating through data visualization and culminates with a data storytelling project. Students will learn to use a leading data visualization tool – Tableau – through a series of in-class exercises, videos and assignments. Students will employ techniques rooted in design, psychology, and cognitive science and engage in hands-on activities to critique, improve and create visualizations and stories that will resonate with the target audience.

**DSOM 487 Special Topics Credits: 3**

Special topics in decision science and operations management.

**DSOM 496 Internship: Decision Science and Operations Management Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Internship coursework is evaluated on a credit/no credit basis.

**Prerequisites:** Departmental consent.

**DSOM 497 Special Topics: Decision Science and Operations Management Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community.

**Prerequisites:** Departmental consent.

**DSOM 5509 Business Analytics Residency Credits: 3**

Business analytics has become a key component in accomplishing strategic and operational goals. Students will become familiar with the concepts and principles of analytics. Utilizing real world cases, students will apply current analytical concepts to help solve managerial problems and support decision processes.

**Prerequisites:** Admission to Executive MBA Program.

**DSOM 5511 Global Supply Chain and Operations Management Credits: 3**

Global Supply Chain and Operations Management (SCOM) provides a holistic investigation of how businesses produce goods and offer services. Strategic approaches to planning, scheduling, and controlling cost, time, and quality are discussed. Students are exposed to the full circle of supply chain management, including demand planning, sourcing and procurement, production decisions, inventory and handling, MRP and ERP systems, Lean/JIT, quality management, CSR and sustainability. Spreadsheet models for managing operations, analyzing performance, and forecasting expectations are examined.

**Prerequisites:** MIS 5507

**DSOM 5543 Project Management Credits: 3**

Planning and control of projects, to include network models, risk analysis, time reduction, resource scheduling, leadership, and evaluation.

**DSOM 5545 Strategic Sourcing & Supplier Relationship Management Credits: 3**

This course explores the roles of procurement and strategic sourcing as components of an overall supply chain strategy, and the impact this strategy has on the competitive success and profitability of organizations. The course will be structured into three segments: before you source, how to source, and after sourcing. Topics will include spend analysis, supplier research, market analysis, supplier evaluation, global sourcing considerations, negotiating, and supplier relationship management. The students will also gain an appreciation of the ethical, contractual, risk management, sustainability, and legal issues faced by purchasing professionals.

**DSOM 5558 Data Visualization Credits: 3**

Data visualization is the art and science of turning raw data into graphics that are easily understandable to a broad audience. This course provides techniques for creating effective visualizations based on principles from graphic design, psychology, and cognitive science. Emphasis will be placed on the narrative structure of telling a story and communicating with visualizations. Students will develop visualization literacy with hands-on activities and by designing their own visualizations using course-taught methods. Design methods including color choice, data encoding and pre-attentive attributes will be discussed. The course culminates with the creation and presentation of a data storytelling project.

**Prerequisites:** Restricted to student admitted to a Bloch School graduate program

**DSOM 5566 Supply Chain and Operations Management Credits: 3**

An examination of the basic principles and strategies used to manage the production and distribution of goods and services. This course positions operations management (OM) as an important tool for achieving strategic leadership through competitive advantage, and illustrates how the managerial integration of OM functions with corporate strategy improves business processes.

**Prerequisites:** DSOM 5509 or equivalent; Admission to the Executive MBA program.

**DSOM 5587 Special Topics Credits: 3**

Special topics in decision science and operations management.

**DSOM 5595 Internship Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community.

**Prerequisites:** Departmental consent required

**DSOM 5597 Independent Study Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

**DSOM 5899 Required Graduate Enrollment Credit: 1**

## **Entrepreneurship Innovation Courses**

**ENT 215 Introduction to Entrepreneurship Credits: 3**

This course explores the entrepreneurial mindset and the business start-up process. In the course, students will utilize play, creative problem solving, design thinking, and creativity tools while exploring skills to mitigate risk and recognize opportunities for entrepreneurship.

**Prerequisites:** This course is not open to Bloch Major students.

**ENT 301 Entrepreneurship Toolkit Credits: 3**

This course is for non-business majors (majors outside of the Bloch School) working towards an entrepreneurship minor. In this course students learn the basic elements of organizational functions including management, accounting, finance, and economics as foundational principles of entrepreneurship.

**ENT 315 Entrepreneurial Mindset and Opportunity Recognition Credits: 3**

This course teaches students how to develop an entrepreneurial mindset. Students will utilize play, creative problem solving, design thinking, and creativity tools while developing skills to mitigate risk and recognize opportunities.

**ENT 326 Creativity, Innovation, and Problem Solving Credits: 3**

This course examines creativity and innovation, and their application to problem solving and developing new initiatives. Students will develop the ability to understand and solve problems and initiate opportunities by thinking new things. They will understand the concepts, skills, information, attitudes, and resources that leaders need to create valuable ideas, products, or initiatives.

**ENT 327 Designing the Business Model Credits: 3**

This course will teach students how to design a business model, refine that business model, and create a plan for a new venture. This course will take students through several different toolkits that can be used to create for-profit startups, social ventures, or create value within an existing organization.

**Prerequisites:** ENT 215 or ENT 315.

**ENT 329 Entrepreneurship Scholars Credits: 3**

This course is for students who have a business idea and want to learn the steps of launching the business over the course of a semester. Students must first apply to the program, interview with a program mentor, and be selected by the admissions team. In this course, students will acquire the skills required to manage and grow a successful new venture through hands-on, real-world work on their own venture. Students will work with the instructor and various mentors to identify specific deliverables and a long term venture plan. Students will manage their enterprise, attend a series of workshops, and work with their peers, instructional coaches and mentors to further their venture.

**Prerequisites:** Departmental consent.

**ENT 341 Technology Entrepreneurship Credits: 3**

This course is designed to familiarize students with the creation of successful, high-value enterprises, with an emphasis on markets for technology and venture capital. Students identify a business opportunity, create a technology-based solution, and assess the commercial and technological viability of the business opportunity. Case studies will emphasize life sciences, engineering, and/or information technologies.

**ENT 361 New Product Development Credits: 3**

This course introduces students to a formal process used to develop new products. Throughout the process, students learn how an abstract idea can be transformed into concrete product concepts that will in turn be translated into tangible working prototypes.

**ENT 364 Entrepreneurial Management and Innovation Credits: 3**

Students are exposed to the unique entrepreneurial experience of conceiving, evaluating, creating, managing, and eventually selling a business. The goal is to provide a comprehensive background with practical application of important concepts applicable to an entrepreneurial environment. Key business areas of finance, accounting, marketing, and management will be addressed from an entrepreneurial perspective.

**Prerequisites:** MIS 202 for Bloch students or ENT 301 for non-Bloch students

**ENT 412 Entrepreneurial Finance Credits: 3**

This course examines the financing and valuation of new ventures from the perspectives of entrepreneurs and venture capitalists. The focus is on financial thinking, tools, and techniques that are relevant for seeking new venture financing and making investment decisions. The course is suitable for anyone with an interest in startup companies, venture capital, or private equity firms.

**Prerequisites:** ENT 327 and ACCTNG 210 and MIS 202 for BBA or BSA students; ENT 327 and ENT 301 for non-Bloch students.

**ENT 461 Social Entrepreneurship Credits: 3**

This course introduces students to social entrepreneurship through experiential activities. Students will learn about the entrepreneurial process and apply this process to solve local and global challenges.

**Prerequisites:** ENT 327 and ENT 412

**ENT 462 Entrepreneurial Experience Credits: 3**

In this course students integrate skillsets and apply an entrepreneurial mindset to a practical experience. The process includes identifying an opportunity, taking action, and evaluating outcomes of actions taken. The experience will be through project based consulting for a startup or entrepreneurial organization or within the context of a student's own venture with prior approval.

**Prerequisites:** ENT 327 and ENT 412.

**ENT 487 Special Topics Credits: 3**

Special topics in entrepreneurship.

ENT 496 Internship: Entrepreneurship Credits: 1-3

This course provides an opportunity for students to integrate their academic studies via employment with a business or organization in the community.

**Prerequisites:** Departmental consent.

ENT 497 Special Topics: Entrepreneurship Credits: 1-3

Study and research in areas of special interest under individually faculty direction.

**Prerequisites:** Departmental consent.

ENT 5508 Corporate Entrepreneurship and Innovation: Meeting the Management Challenge Credits: 3

This course seeks to equip students with the skills required to develop new ideas and create viable new businesses within the context of an established organization. The course will address the development of an internal culture of innovation, processes for reviewing ideas and for developing business concepts, strategic analysis, and positioning for competitive advantage.

**Prerequisites:** Enrolled in a Bloch School graduate program.

ENT 5525 Entrepreneurship: Managing Creativity And Innovation Credits: 3

The course examines the nature of creativity and innovation and how entrepreneurship involves the ability to identify market opportunity based on new ideas. Detailed attention is given to the entrepreneurial process: the concepts, skills, know-how and know-who, information, attitudes, alternatives and resources that entrepreneurs need to manage creativity in the process of creating something with tangible economic value.

ENT 5529 Entrepreneurship Scholars Credits: 3

This course is for students who have a business idea and want to learn the steps of launching the business over the course of a semester. Students must first apply to the program, interview with a program mentor, and be selected by the admissions team. In this course, students will acquire the skills required to manage and grow a successful new venture through hands-on, real-world work on their own venture. Students will work with the instructor and various mentors to identify specific deliverables and a long term venture plan. Students will manage their enterprise, attend a series of workshops, and work with their peers, instructional coaches and mentors to further their venture.

**Prerequisites:** Departmental consent.

ENT 5531 New Product Development Credits: 3

A systematic overview of the management issues that arise during the process of new product development (NPD). Students learn integration across the traditional management functions and the tools and concepts for linking development to strategy and for managing the development process for speed, efficiency, and market impact. Students will develop a prototype of a product that meets and exceeds real customer needs.

ENT 5533 Technology Management Credits: 3

This course introduces the student to formal frameworks for considering ethical, management, and commercial opportunities and challenges of new technologies. The student will consider the business model, business process, and commercial impact of cutting-edge technologies in a survey-style format. Technologies will be considered both from the perspective of an established organization seeking to innovate, as well as from the perspective of a new startup.

ENT 5535 Small Business Management And Entrepreneurship Credits: 3

This course focuses on the nature of the entrepreneurial organization; its volatility and flux, where standard operating procedures are lacking and organizational structure, culture and leadership style are created anew each day. Successful small business management requires that a series of developmental challenges be identified and addressed if the venture is to succeed.

ENT 5545 Entrepreneurship And New Venture Creation Credits: 3

The objectives of this course are: (1) to build personal appreciation for the challenges and rewards of entrepreneurship in an independent mode by examining/simulating its environment; (2) to present and examine, through the use of complex case studies and high level guest/lectures, economic, legal and managerial mechanisms proven useful in creating new wealth; and (3) to foster continued development of venture ideas, suitable as career entry options or for investments, using a tutorial approach to business plan development, presentation and evaluation.

ENT 5550 Entrepreneurial Experience Credits: 3

This course will teach students the skills needed to support and advise businesses. Students will be taught a consulting framework for coaching and be introduced to a variety of methods to support and add value to entrepreneurs, small business owners and corporations. Student teams are expected to spend time meeting outside of class with their assigned company, learning their business, and understanding their challenges as the foundation for developing plans that provide value to the companies. Plans are presented both to the course instructors as well as to the assigned companies and should be a professionally developed product.

ENT 5561 Product and Service Innovation Credits: 2

Product and Service Innovation provides students with experience in new venture creation and product innovation management. Each learning team will be challenged to uncover opportunities in industry. In the process, students will explore customer preferences and translating preferences into the development process.

**Prerequisites:** Admission to the Executive MBA program.



**ENT 5563 Social Entrepreneurship Credits: 3**

This course introduces students to social entrepreneurship through lectures and discussions, key readings, guest speakers such as social entrepreneurs, case studies, videos, service-learning activities, and group assignments. Students will develop an understanding of the social entrepreneurship process, the differences between social entrepreneurship and business entrepreneurship, social enterprise, and different revenue streams including the importance of sustainability. In this course, students will develop a social entrepreneurship project proposal on a social problem in collaboration with a non-profit organization in the Kansas City area.

**ENT 5567 Entrepreneurship and Innovation Strategy Credits: 3**

Entrepreneurship and Innovation Strategy provides a capstone experience for Executive MBA students. Students are exposed to both venture creation in a traditional framework and corporate innovation or intrapreneurship within a company. Topics relevant to new ventures external or internal to a company including the various stages, processes, and issues involved with creation through to venture launch, harvest and exit. Through completion of the course students will understand and undergo the process for venture creation, developing specific skills of benefit in both entrepreneurial and corporate environments.

**Prerequisites:** Admission to the Executive MBA program.

**ENT 5585 Entrepreneurial Finance and Venture Capital Investment Credits: 3**

This course exposes students to the process of financing and investing in a new venture. The primary objective of this course is for students to develop a good understanding of the objectives, strategies, and challenges in financing and valuation of entrepreneurial firms through analyzing unique financial issues these firms and their investors face. Students will develop skills for assessing new venture financial viability, cash needs, funding sources, valuation, and funding structure.

**ENT 5587 Special Topics Credits: 3**

Special topics in entrepreneurship.

**ENT 5595 Internship Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community.

**Prerequisites:** Departmental consent required.

**ENT 5597 Independent Study Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

**ENT 5681 Multivariate Statistical Methods-II Credits: 3**

Theoretical and research applications of MANOVA, canonical correlation, multiple discriminant analysis, factor analysis, and introduction to structural equation modeling using appropriate software. Students are expected to undertake a major research project during this class and to apply appropriate multivariate statistical analyses to their chosen academic research topic.

**ENT 5682 Structural Equation Modeling Credits: 3**

This course presents structural equation modeling. It includes a review of regression, as well as the study of path analysis, including model specification, methods of estimation, recursive and non-recursive models; direct, indirect, and total effects methods of estimation; single and multi-group analyses; moderators; mediators; structural equation model specification; identification, methods of estimation, second-order factor analysis, and the assessment of casual structure. Students are expected to continue a research project started in ENT 5681.

**ENT 5683 Mathematical Models For Entrepreneurship Credits: 3**

The purpose of this course is to provide an introduction to mathematical models in entrepreneurship and related disciplines. Classes will focus on the use of mathematical models to characterize the nature of various entrepreneurship-related decisions in complex environments. For each topic considered (e.g., RD investment decisions in new product entry, diffusion, and marketing mix variables), students will examine select examples of scholarly articles. Presentations and discussions are designed to help students understand and critique existing models and stimulate the development of new theoretical viewpoints.

**ENT 5691 Doctoral Seminar In Theoretical Foundations Of Entrepreneurship I Credits: 3**

ENT 5691 is designed as a broad survey of major topics in the field of entrepreneurship. Its objective is to familiarize students with some of the primary theoretical underpinnings of the field as well as some of the common and/or promising methodological approaches to the study of entrepreneurial phenomena. Topics covered in the course include a theoretical overview, entrepreneurs, environment and organizational founding.

**Prerequisites:** Doctoral standing.

**ENT 5692 Foundations Entrepreneurship Credits: 3**

ENT 5692 is designed as a continuation of ENT 5691, providing a broad survey of major topics in the field of entrepreneurship. Its objective is to familiarize the student with some of the primary theoretical underpinnings of the field as well as some of the common and/or promising methodological approaches to the study of entrepreneurial phenomena. Topics covered in the course include: entrepreneurship's links with other disciplines, venture capital and venture capitalists, new venture strategy, new venture performance, growth processes and challenges, and entrepreneurial networks and alliances.



**ENT 5693 Technology, Innovation, And Entrepreneurship Credits: 3**

This seminar will explore academic literature of technology, innovation, and entrepreneurship. Specific topics include emerging technologies, evolutionary theory, building capabilities based on networks, organizational learning, technological innovation, institutional economics, network externalities, knowledge transfer, technological trajectories and path dependencies.

**Prerequisites:** Doctoral standing.

**ENT 5694 Doctoral Seminar In Theories Of The Firm And Strategy Credits: 3**

In this course, students will become familiar with and develop an in-depth understanding of the concepts, models, and paradigms that collectively form the foundation for strategic thinking. Students will develop the ability to critically integrate findings from strategic research programs. Employing an appreciation for the interdisciplinary nature of strategic marketing and management, the purpose is to develop a keen awareness of major gaps that exist in the strategic literature. Students will strengthen the skills needed to conduct original strategic marketing research that can be published in the leading academic journals.

**Prerequisites:** Doctoral Standing.

**ENT 5699 Dissertation and Research in Entrepreneurship and Innovation Credits: 1-12**

Dissertation research and writing in Entrepreneurship and Innovation Discipline.

**ENT 5899 Required Graduate Enrollment Credit: 1**

## Finance Courses

**FIN 325 Financial Management Credits: 3**

This course provides an overview of the relationship between business decisions and the value of the firm, as determined by the marketplace. Students will study the composition of capital structure, capital budgeting, and cost of capital theory, including incremental analysis of investment situations.

**Prerequisites:** ACCTNG 210 and completion of 45 hours.

**FIN 326 Financial Management 2 Credits: 3**

Explores leverage and capital structure, dividend policy, raising capital, short-term financial planning, working capital management and international financial management. FIN 326 builds on the content of FIN 325. A cursory knowledge of accounting principles is assumed, as well as fluency with simple algebra and arithmetic skills.

**Prerequisites:** FIN 325.

**FIN 340 Financial Markets and Institutions Credits: 3**

This course introduces students to U.S. financial markets and institutions, explaining how they operate, how they promote economic growth and well-being, and how they malfunction in financial crises. Among the financial markets examined are those for short-term debt, mortgages, government and corporate bonds and equity. Financial institutions studied include investment banks, commercial banks and savings institutions, pension plans, mutual funds, hedge funds, and private equity funds. The course also examines the role of the Federal Reserve in the financial system and the nature and purpose of financial regulation.

**Prerequisites:** FIN 325.

**FIN 345 Investments Credits: 3**

The course develops the theoretical framework necessary for a systematic approach to portfolio management. Content includes consideration of investment objectives, measurement of risk and returns, alternative uses of invested funds, analysis of securities markets, and the techniques of security analysis. Students will have an opportunity for the creation and management of an investment portfolio.

**Prerequisites:** FIN 325.

**FIN 350 Introduction to Risk Management and Insurance Credits: 3**

This course introduces students to the principles of personal and corporate risk management. Personal risk management topics include: personal insurance planning, annuity investing and personal liability management. Corporate risk management topics include: managing corporate risk, reducing risk through hedging, and legal liability risk.

**FIN 370 Wealth Management Credits: 3**

This course introduces the foundational concepts of wealth management. Content includes topics on financial planning, education planning, retirement planning, tax issues in investments, and estate planning.

**Prerequisites:** FIN 325 or equivalent.

**FIN 419 Financial Statement Analysis Credits: 3**

Students will take an in-depth look at the external financial statements that are prepared by corporations, including the tools needed to organize, summarize, and understand corporate financial data for use in decision making. Ratio analysis, trend analysis, earnings forecasting, bankruptcy predictors, statistical methods important to finance, and financial data bases are among the topics that will be covered.

**Prerequisites:** FIN 325.

**FIN 425 Financial Services Marketing and Relationship Management Credits: 3**

Marketing financial services products to clients involves product knowledge as well as the ability to assess appropriateness. Issues involving selling financial products to clients as well as maintaining client relationships will be discussed throughout the class. The importance of the fiduciary responsibility owed to clients in the sales of financial products will be examined throughout the course.

**Prerequisites:** FIN 325.

**FIN 426 Credit Analysis Credits: 3**

The credit worthiness of bank loans will be assessed based on the analysis of a borrower's financial statements. Consideration is given to the analysis of cash flows, loan structuring, credit scoring and tax considerations. Tools for predicting potential problem loans will also be discussed.

**Prerequisites:** FIN 325.

**FIN 428 Commercial Bank Management Credits: 3**

This course presents an overview of financial management of the interest spreads, credit risk, liquidity, and capital positions of commercial banks. Topics to be covered include analysis of bank profitability, lending functions and policy, securities investment strategies, fund attraction, regulatory examination, capital adequacy, and integrated asset/liability management. Instructional media includes cases and computerized bank management simulation.

**Prerequisites:** FIN 325.

**FIN 435 Advanced Corporate Finance Credits: 3**

The course focuses on the finance function of the firm from the managerial perspective. Topics include working capital management, capital budgeting, financial structure, merger and reorganization, capital rationing, and analysis of risk. Students will use cases and computer techniques.

**Prerequisites:** FIN 326.

**FIN 445 Advanced Investments Credits: 3**

Students take an in depth look at some of the advanced investment analysis tools used by practicing portfolio managers. This course covers the valuation of both derivative securities and fixed-income securities. There is also a strong focus on managing price risk, interest rate risk, and exchange rate risk. In addition there is an emphasis on bond portfolio management and derivative security applications.

**Prerequisites:** FIN 345.

**FIN 487 Special Topics Credits: 3**

Special topics in finance.

**FIN 496 Internship: Finance Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Internship coursework is evaluated on a credit/no credit basis.

**Prerequisites:** Departmental consent.

**FIN 497 Special Topics: Finance Credits: 1-3**

Study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent.

**FIN 5509 Financial Management Credits: 3**

An introduction to the role of financial management through the development of a conceptual framework appropriate for financial decision making. Generally, financial management is charged with the responsibility for obtaining and effectively utilizing the funds necessary for the operation of an enterprise. As such, the conceptual framework includes elements of financial planning (financial analysis, cash budgeting and profit planning), capital budgeting (rate of return and cost of capital), and basic considerations of alternative sources of funds.

**Prerequisites:** ACCTNG 5503.

**FIN 5536 Corporate Financial Strategy Credits: 3**

Focusing on critical developments in finance theory and practice from an upper-level or "boardroom" perspective. Emphasis is on the critical financial decisions made at the highest levels of an enterprise.

**Prerequisites:** Recommended preparation: FIN 5509

**FIN 5550 Advanced Financial Management Theory And Policies Credits: 3**

Advanced financial management covering topics such as working capital, financial structure, cost of capital, dividend policy and valuation. Discussions include both financial theory as well as financial policy. Includes exposure to literature central to the development of finance theory. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5552 Financial Markets and Institutions Credits: 3**

This course introduces students to U.S. financial markets and institutions, explaining how they operate, how they promote economic growth and well-being, and how they malfunction in financial crises. Among the financial markets examined are those for short-term debt, mortgages, government and corporate bonds, and equity. Financial institutions studied include investment banks, commercial banks and savings institutions, pension plans, mutual funds, hedge funds, and private equity funds. The course also examines the role of the Federal Reserve in the financial system and the nature and purpose of financial regulation. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5553 Investment Analysis Credits: 3**

Development of a theoretical framework applicable to the solution of problems related to creation and management of the investment portfolio. Consideration is given to the analysis of risk, functions of security markets, sources of information, evaluation of securities, and measurement of investment return. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5557 Derivative Securities Credits: 3**

This course is designed to introduce students to the basic principles of financial risk management. The student should develop a working knowledge of issues regarding both the theoretical valuation and application of derivative securities. Applications will focus on techniques designed to manage financial risks in the corporate environment. Specifically, the course will focus on using futures, options, and swaps to hedge financial risks. Valuation issues will be explored to identify theoretical pricing fundamentals that can be applied toward valuing newly developed securities. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5560 Financial Modeling Credits: 3**

The primary objective of this course is to introduce students to some of the fundamental quantitative methods used in investment analysis. The student should develop a working knowledge of measuring risk and return, probability theory, sampling and estimation, hypothesis testing, correlation analysis, regression and time series analysis. The course will emphasize experimental learning by applying these concepts to real data in a spreadsheet environment. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5561 Financial Statement Analysis Credits: 3**

Students will take an in-depth look at the external financial statements that are prepared by corporations, including the tools needed to organize, summarize, and understand corporate financial data for use in decision making. Ratio analysis, trend analysis, earnings forecasting, bankruptcy predictors statistical methods important to finance, and financial data bases are among the topics that will be covered. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5562 Fixed Income Analysis Credits: 3**

The primary objective of this course is to provide an overall view of the role of debt markets in the modern economy. The course will cover the characteristics of instruments traded in money and capital markets; determinants of and the relationships between different security prices; and international aspects of financial markets. Topics include: valuing fixed income securities, managing interest rate risk, interest rate theory, the organization of bond markets and the structure and pricing theory underlying the mortgage-related fixed income market. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5563 Valuation/Mergers and Acquisitions Credits: 3**

The primary objective of this course is to introduce students to techniques used to value both exchange-traded and private firms. Students should apply these techniques to cases involving mergers and acquisitions, initial public offerings private firm valuation and the valuation of a publicly traded stock. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5564 Portfolio Management Credits: 3**

The primary objective of this course is to introduce students to some of the fundamental portfolio management tools used by practicing investment professionals. The student should develop a working knowledge of issues regarding portfolio construction, asset allocation, mean-variance optimization, performance measurement, and client relationship management. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5565 Alternative Investments Credits: 3**

The primary objective of this course is to introduce students to investing in alternative assets. The student should develop a working knowledge of various types of alternative investments and how they impact the risk-return profile of a portfolio. The course will cover investments in hedge funds, private equity, real estate, commodities, real assets, energy, and infrastructure. Recommended preparation: FIN 325 or FIN 5509.

**FIN 5567 Payment Systems Credits: 3**

Payment systems are central to modern economies, underpinning nearly all economic exchange among consumers, businesses, and government entities. Payment systems in the U.S. have undergone fundamental changes recently. Yet, these systems are among the least studied and least understood components of our economy. The purpose of this course is to provide an in-depth knowledge of U.S. payment systems and an analytical framework for evaluating and responding to ongoing changes in the payments landscape.

**FIN 5568 Organizational Finance Credits: 2**

Organizational Finance covers the fundamentals of finance with an emphasis on learning how to critically think as a business leader with a financial mindset.

**Prerequisites:** Admission to the Executive MBA program.

**FIN 5574 Applied Portfolio Management Credits: 3**

Students will help actively manage our student investment fund portfolio and will be responsible for analyzing the investment policy statement, generating performance reports and identifying assets to recommend for the portfolio. During this time students will act as industry analysts for specific portions of the portfolio.

**Prerequisites:** FIN 5553 or equivalent.

**FIN 5576 Fundamentals of Fintech Credits: 3**

This course will introduce students to Fintech and provide an overview of the main areas in which it is disrupting finance. These areas include lending and equity investment (algorithmic lending, P2P lending and crowdfunding platforms); financial market infrastructure (cryptocurrencies, blockchain technology, smart contracts); portfolio management and financial advice (robo-investment); and financial trading (algorithmic trading, digital trading platforms). Students will learn how the new financial technologies work, how incumbents and new entrants might profit from the technologies, and how the technologies could affect the efficiency, accessibility, fairness, and security of the financial system.

**Prerequisites:** FIN 5509

**FIN 5580 Advanced Topics in Finance Credits: 3**

The course is an advanced finance elective and focuses on the primary valuation methodologies senior managers utilize in investment banking and corporate finance groups to value public and private companies. The tools learned would enhance senior management skills needed to implement strategic management techniques that benefit sales growth and profitability goals.

**Prerequisites:** Admission to Executive MBA program.

**FIN 5582 Seminar In Finance Credits: 3**

Advanced work in financial management, investment analysis, and financial markets and institutions will form the basis for the Seminar. Each topic selected will provide the opportunity for an investigative study on the part of the student. Major problems, hypotheses, and cases, together with the literature addressing the specific topic, will serve as the springboard for classroom activity. Both written and oral reports are required.

**FIN 5587 Special Topics Credits: 3**

Special topics in finance.

**FIN 5595 Internship Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community.

**Prerequisites:** Departmental consent required.

**FIN 5597 Independent Study Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

**FIN 5899 Required Graduate Enrollment Credit: 1**

## Health Administration Courses

**HLTH-ADM 471 Financial Management Issues of Health and Human Services Organizations Credits: 3**

An overview of the financial management problems of health and human services organizations. A broad range of topics is examined: financial statements, ratio analysis, cost accounting, reimbursement and pricing, management of working capital, budgeting and programming, capital financing, and cash management.

**HLTH-ADM 473 Health and Social Equity Credits: 3**

Study of the interaction between health and social factors (i.e., the social determinants of health). We will explore the links between social, economic, and health disparities, both here in the United States and throughout the world. We will evaluate efforts to reduce social, economic, and health disparities, through public policies and initiatives of health care and non-profit organizations.

**Prerequisites:** DSOM 211 (or STAT 235 or STAT 115 or MOTRMATH 110).

**HLTH-ADM 477 Leadership and Management in Health Care Organizations Credits: 3**

An overview of leadership and management in health care, reflecting the uniqueness of this sector, is provided. Concepts of interprofessional relationships and team-based care delivery are introduced. Approaches to aligning diverse perspectives and interests with organizational priorities, leading change and improvement efforts, and promoting organizational learning are discussed.

**HLTH-ADM 480 The Economics of Health and Medicine Credits: 3**

Study of health care markets and how they function, with a particular focus on health care markets in the U.S. We will explore economic phenomena that distinguish health care markets, such as price discrimination, adverse selection, moral hazard, and public goods. We will take an in-depth look at the U.S. markets for health insurance, hospitals, physicians, and pharmaceuticals and compare the structure of these markets to their foreign counterparts. We will study government regulations and reform efforts and their impact on health care markets.

**Prerequisites:** DSOM 311.

**HLTH-ADM 481 Health Policy in the United States Credits: 3**

Examination of the relationship between determinants of health, major current health policy issues, and health policy making in the United States. The public policy process and its effects on the organization, financing, and delivery of health care are examined in detail. The roles of key players in health policy formulation and the public policy responses to current health policy are also examined.

**HLTH-ADM 487 Special Topics Credits: 3**

Special topics in management.

**Prerequisites:** Departmental Consent.

HLTH-ADM 496 Internship: Health Administration Credits: 1-3

An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Internship coursework is evaluated on a credit/no credit basis

**Prerequisites:** Departmental Consent

HLTH-ADM 497 Special Topics: Health Administration Credits: 1-3

Study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental Consent

HLTH-ADM 5551 Leadership and Strategy in Healthcare Credits: 3

This course provides an overview of major leadership and strategic issues in healthcare organizations in the areas of: 1) leadership and organizational dynamics, 2) strategic thinking and planning, 3) population health and health policy, 4) human resources, 5) performance management, and 6) organizational ethics. The course is eligible for inclusion in the Executive MBA program.

**Prerequisites:** Instructor approval required.

HLTH-ADM 5552 Managing Healthcare Organizations Credits: 3

This course provides an overview of major issues and essential tools in managing healthcare organizations in the areas of: 1) legal and regulatory issues that confront a healthcare organization, 2) healthcare quality and data analysis, 3) patient safety, 4) risk management, 5) process management, 6) healthcare economics, 7) cost and comparative effectiveness, 8) fundamental principles of financial management. The course is eligible for inclusion in the Executive MBA program.

**Prerequisites:** Instructor approval required.

HLTH-ADM 5571 Financial Management Issues of Health and Human Services Organizations Credits: 3

This course is intended to provide an overview of the financial management problems of health and human services organizations. A broad range of topics is examined: financial statements, ratio analysis, cost accounting, reimbursement and pricing, management of working capital, budgeting and programming, capital financing, and cash management.

HLTH-ADM 5572 Quality and Safety in Health Care Credits: 3

Overview of the quality, safety, and process management concepts, approaches, and issues relevant to healthcare delivery settings, including use of analytical techniques used to identify and mitigate contributing factors and process management tools that enable healthcare organizations to achieve their quality and safety goals.

HLTH-ADM 5573 Health and Social Equity Credits: 3

Examines the complex relationship between the social and political environment and health outcomes. All policy is health policy – economic, transportation, natural and built environments, schools. This course examines how social equity shapes health behaviors and how the life odds in different communities expose the historical legacies of past injustices. Only ten percent of health disparities are explained by access to care, although health care and health insurance dominate the public conversation. Draws on guest speakers, books, journal articles, popular press, film and art; as varied as are the social determinants of health, so are media that explore those relationships.

HLTH-ADM 5577 Leadership and Management in Health Care Organizations Credits: 3

An overview of leadership and management in health care, reflecting the uniqueness of this sector, is provided. Concepts of interprofessional relationships and team-based care delivery are introduced. Approaches to aligning diverse perspectives and interests with organizational priorities, leading change and improvement efforts, and promoting organizational learning are discussed.

HLTH-ADM 5578 Data Analysis for Health Care Managers Credits: 3

This course develops data analysis tools that are useful to health care managers in decision-making. Common health care data structures and coding systems are introduced using health care databases that track actual patients and providers. Methods of data analysis used in health care management decision-making are studied, including risk-adjustment, contract analysis, quality measurement, cost-effectiveness analysis, and competition analysis.

**Prerequisites:** PUB-ADM 5510 or MIS 5507 or equivalent

HLTH-ADM 5580 The Economics of Health and Medicine Credits: 3

We will study health care markets and how they function, with a particular focus on health care markets in the U.S. We will explore economic phenomena that distinguish health care markets, such as price discrimination, adverse selection, moral hazard, public goods, and supplier-induced demand. We will take an in-depth look at the U.S. markets for health insurance, hospitals, physicians, medical devices, and pharmaceuticals and compare the structure of these markets to their foreign counterparts. We will study government regulations and reform efforts and their impact on health care markets. Economic tools that are useful for health care managers (e.g., the analysis of risk, bargaining theory) will also be covered. Recommended preparation: Some mathematical social science.

HLTH-ADM 5581 Health Policy in the United States Credits: 3

This course helps students develop an understanding of the determinants of health, major current health policy issues, and health policy making in the United States. The public policy process and its effects on the organization, financing, and delivery of health care are examined in detail. The roles of key players in health policy formulation and the public policy responses to current health policy are also examined.

HLTH-ADM 5586 Independent Study Credits: 1-6

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

HLTH-ADM 5587 Special Topics Credits: 3

This course is designed to facilitate one of two purposes: an initial offering of a new course (prior to formal approval) or an initial and possible only offering of new topics.

HLTH-ADM 5595 Internship Credits: 1-3

An opportunity for students to integrate their academic studies via employment with a business/organization in the community.

**Prerequisites:** Departmental consent required.

## Management Courses

MGT 100 Foundations of Business Credits: 3

Provides an introduction to the functional areas of business (e.g., accounting, systems, finance, marketing, human resources, and entrepreneurship) as well as a number of contemporary business topics, including social responsibility, diversity, ethics, and globalization. Additionally, students will be exposed to various topics that facilitate a successful transition from high school to college. Examples include an overview of University and Bloch School resources, development of effective study habits, time and stress management, selection of a major and career options.

MGT 256 Legal and Regulatory Contexts of Organizations Credits: 3

An examination of the legal, regulatory, and ethical environment in which businesses operate. Students are introduced to our legal system, focusing on selected areas of business law.

MGT 301 Effective Business Communication Credits: 3

The instructor introduces students to the strategic nature of business communication. By the end of the course, students should be able to analyze business situations, prepare messages that fulfill the intended purpose of their communication, and meet the needs and expectations of business audiences. Students will develop the tools to deliver effective, professional written and oral communications, and will learn how to use library and electronic business research tools.

**Prerequisites:** ENGLISH 225 and Bloch School or BAS student with 45 hours earned.

MGT 332 Principles of Organizational Behavior Credits: 3

A study of the principles and foundations of managing individuals, groups, and organizations. This course seeks to develop students' understanding of the concepts and approaches that constitute the fields of organizational behavior and management and how these concepts and approaches may be applied effectively in the workplace. Not available for credit for students who have completed MGT 330.

**Prerequisites:** MGT 301 or ACCTNG 360 or concurrent enrollment (for BBA and BSA students); Bloch minor, BIT, or BAS student with sophomore standing.

MGT 337 Human Resource Management Credits: 3

Building on prior coursework, this course will provide students with advanced human resource concepts and practices as well as practical experience in how human resources should be managed in successful businesses. Student groups will work with a local organization to diagnose, analyze, and make recommendations regarding effective programs in staffing, developing, rewarding, motivating, and managing its personnel.

**Prerequisites:** MGT 332.

MGT 347 Employee Staffing Credits: 3

The course will examine the tools and strategies that human resource professionals use to create organizational excellence by identifying and retaining high quality talent. This includes looking at the creation of technological strategies to recruit talent and systems of personal/professional development to grow the organization. This course will also explore promotion and cross-functional systems that will strengthen the organization, as well as retention strategies to promote and reward high quality talent. Students will engage in various activities intended to illustrate and practice the skills involved in implementing these systems and processes.

**Prerequisites:** MGT 332 (or co-requisite).

MGT 357 Employee Training and Development Credits: 3

The course will emphasize the theories of management training and development, and the practical application of these theories in today's organizations. Special emphasis will be on current topics in the field of human resource development, including: training self-directed work teams, managing a diverse workforce, and the practical application of designing programs in today's environment. This will include actually designing needs analysis and training evaluation programs. The course will frame the concept of training and development within the applicable theory of adult learning.

**Prerequisites:** MGT 332 (or co-requisite).



**MGT 360 Groups and Teams Credits: 3**

Teamwork has become increasingly popular in many organizations. Whether formally integrated into the organizational structure, or temporarily created around specific projects, teams can be an important competency of organizations. They are considered an effective performance unit, and expected to efficiently cope with the fast changes and demands of today's business environment. Attaining the full advantages from teamwork requires effective management of team processes and dynamics. This course focuses on issues in team development, internal processes, and members' behavior, as well as management skills needed to effectively lead teams in organizations.

**Prerequisites:** Bloch or Civil Engineering student and completion of 45 hours.

**MGT 367 Human Resource Analytics Credits: 3**

A survey of analytical methods necessary to understand critical HR topics and make effective human capital decisions. Analytical methods in staffing, rewards, benefits, performance management, diversity, legal issues, safety, and current HR topics will be explored.

**Prerequisites:** MGT 337 and DSOM 211 (or STAT 235 or STAT 115 or MOTRMATH 110).

**MGT 370 International Management Credits: 3**

Students receive an introduction to management in an international environment, addressing the management functions and behaviors necessary to develop global vision and management skills at a strategic (macro) and interpersonal (micro) level. Cross-cultural management and competitive strategy are evaluated in the context of global changes.

**Prerequisites:** Bloch or BAS student and completion of 45 hours.

**MGT 372 Ethics and Leadership Credits: 3**

Students use a variety of frameworks and approaches to address ethics both abstractly (via case studies) and as a practical matter, as it will affect them and how they approach life in the workplace and other organizations. Students analyze (1) the role of values and ethics in decisions that individuals, managers, and organizations make on a daily basis, as well as the responsibility of each party in these decisions, as well as (2) the impact of individual, relational, and cultural differences on how individuals, managers, and organizations recognize, understand, make, and sometimes revisit ethical choices.

**Prerequisites:** MGT 332 or concurrent enrollment.

**MGT 377 Total Rewards Management Credits: 3**

The course will examine both the theory and practice of Total Compensation. Topics include strategic compensation, employee compensation and benefits, job evaluation, external competitiveness market analysis, incentives and variable pay, employee motivation, compensation administration and the compensation of special groups. A variety of approaches are employed to examine organizational compensation policy and design.

**Prerequisites:** MGT 332 (or co-requisite).

**MGT 410 Corporate Social Responsibility Credits: 3**

Students will examine the role of corporate social responsibility (CSR) in modern society. Students will learn that being able to respond to needs and values of stakeholders is a key to success in the globalized business environment. This course also offers opportunities for students to apply knowledge to practical decision-making using case studies, research projects, or other course activities.

**Prerequisites:** MGT 332 or concurrent enrollment; MGT 301 or ACCTNG 360 or concurrent enrollment.

**MGT 470 International Study in Business Credits: 3**

This course is designed to provide a study-abroad experience for the student. The course involves three components: study of international business through on-campus lectures and discussions; travel to a foreign country for visitations to business firms, government organizations, and cultural sites; and critique sessions of the international learning experience after travel completion.

**Prerequisites:** Departmental consent with special application and selection process.

**MGT 471 Strategic Management Credits: 3**

The study of business strategy concepts and application using case studies representing 'real world' situations. The course stresses the formulation of business strategies to achieve organizational objectives using strategic analysis and models based upon external and internal assessments of the organization's environment.

**Prerequisites:** Junior standing and completion of ACCTNG 211; FIN 325; MGT 332; MKT 324; and completion of or concurrent enrollment in DSOM 340.

**MGT 487 Special Topics Credits: 3**

Special topics in management.

**Prerequisites:** Departmental consent.

**MGT 496 Internship: Management Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Internship coursework is evaluated on a credit/no credit basis.

**Prerequisites:** Departmental consent.

**MGT 497 Special Topics: Management Credits: 1-3**

Study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent.



**MGT 5503 Fundamentals of Leadership Credits: 2**

The leadership residency engages students in the fundamentals of business and effective leadership practice during a one-week immersive experience. Using a business simulation, students learn the fundamentals of collaborative teamwork and basic concepts in the program's leadership curriculum. Additionally, the simulation introduces students to the core management areas of financial management and decision making, providing an overview of management strategy rooted in financial modeling and analysis.

**Prerequisites:** Admission to Executive MBA Program.

**MGT 5512 Leading and Managing People, Teams and Organizations Credits: 3**

Leading and Managing People, Teams and Organizations focuses on how aspiring leaders can enhance their effectiveness by addressing the human side of enterprise. It combines an exploration of key leadership tasks (e.g. shaping vision and purpose, engaging and influencing others, and sustaining momentum) with the study of essential human resources practices including hiring, developing, motivating, and creating a positive, rewarding workplace. Students will leave with concrete tools for understanding the organizational context, managing human capital, and bringing the best out of talented people.

**Prerequisites:** Students must be enrolled in a Bloch School graduate program.

**MGT 5514 Strategic Management in the Globalized World Credits: 3**

As the world has become increasingly integrated through globalization, today's business leaders must possess an awareness of global business environments and ability to navigate them. The aim of this course is to provide a broad introduction of the international business environment and strategic management concepts, and how a firm can gain competitive advantages. Upon completion of this course, students will possess an ability to recognize the opportunities and challenges and formulate strategies in the globalized business environment.

**Prerequisites:** FIN 5509 or concurrent enrollment; DSOM 5511 and MKT 5504.

**MGT 5516 Leading Teams Credits: 3**

This course is designed to enhance the student's understanding of designing, forming, developing, leading, and evaluating high-performing teams in traditional and virtual organizations. In-class projects will facilitate students' assessment and application of their own talents to the arts of member selection, coaching, and trust building to engage team members in productive and ethical group processes to achieve successful outcomes. Cases will be used to diagnose and potentially solve team difficulties considering intra-team, organizational, and extra-organizational factors.

**Prerequisites:** MGT 5512 or MGT 5502 or MGT 5507 or PUB-ADM 5548.

**MGT 5517 Leading Through Influence and Persuasion Credits: 3**

Leading Through Influence and Persuasion focuses on leadership, power, and influence in organizations. It challenges students to think about power dynamics in organizations and the array of influence approaches leaders develop and use to build support for their ideas and strategies. The course engages students in critical thinking about business scenarios that require a variety of leader influence strategies beyond traditional 'command and control' approaches. Through exploration of concepts such as mapping the terrain, building social capital, and managing across, students develop a toolkit of ethical strategies for enhancing their organizational credibility and influence. The course is designed to challenge students conceptually through readings, discussions, and quizzes, and to challenge at the level of self-awareness and action through teamwork, reflective activities, role plays, and case studies.

**Prerequisites:** MGT 5512 or PUB-ADM 5548.

**MGT 5518 Leadership & Motivation Credits: 3**

The course explores leadership as a relationship between leaders and those they are leading that enables people to work together in the service of shared goals. The course focuses on five basic tasks of leadership: (1) diagnosis-understanding what's happening; (2) shaping purpose and values; (3) enlisting and engaging people (including coaching, building high-performance cultures, motivating and inspiring); (4) sustaining momentum; (5) reflection and assessment.

**Prerequisites:** MGT 5512 or MGT 5502 or MGT 5507 or PUB-ADM 5548.

**MGT 5519 Conflict Management and Negotiation Strategies Credits: 3**

This course explores the nature of successfully managing conflict in organizational settings, as well as the skills needed to be an effective negotiator. In this course, students will learn the difference between functional and dysfunctional conflict, how to stimulate functional conflict, various styles for managing conflict, ways to identify the desired outcomes of conflict, how to prepare for negotiations, various dispute resolution techniques, and the characteristics of effective negotiators. The course uses a variety of tools - readings, case studies, videos, and guest speakers - to engage students in real business scenarios related to managing conflict and negotiation strategies.

**Prerequisites:** MGT 5512 or PUB-ADM 5548.

**MGT 5523 Negotiation, Conflict Management, and Influence Skills Credits: 2**

Opportunities for negotiation, conflict management, and influence are everywhere. Effective negotiators use analytical skills, interpersonal sensitivity, and communication acumen to resolve conflicts, influence others, and reach agreements that serve their interests and preserve or enhance their reputations. Students will develop deep familiarity with fundamental negotiation concepts such as BATNA, reservation price, interests, and distributive and integrative negotiation. Students will also develop their practical knowledge and skills from pre-negotiation planning to post-negotiation evaluation through intensive experiential simulations with peer review and rapid feedback, personal journals, and coaching

**Prerequisites:** Admission to Executive MBA Program.

**MGT 5531 Leadership, Strategy and Human Resources Credits: 2**

Focuses on the leader as a catalyst in developing high-performance, market-based cultures and as a human resource strategist in marshaling the workforce. Geared to the general manager, the course presents ideas and tools for building, bonding, and linking the workforce to accomplish the organization's mission. Topics include ideas and tools for identifying, recruiting, and retaining talent; developing and coaching subordinates; appraising and rewarding performance; and delegating to balance control and risk.

**Prerequisites:** Admission to Executive MBA program.

**MGT 5533 Leading and Managing Change Credits: 3**

This course provides students with analytical skills and insights to more effectively manage and lead change, especially within those organizations characterized by complexity and/or uncertainty. Using a variety of vehicles-including case studies, articles, and speakers-the course engages students in timely, real change scenarios and associated management challenges, such as adaptation in changing markets; turnarounds in troubled businesses; integrative change in acquisitions, and process change in stable businesses.

**Prerequisites:** MGT 5512 or MGT 5502 or MGT 5507 or PUB-ADM 5548.

**MGT 5538 Strategic Management Residency Credits: 3**

Strategic Management sets the tone for year 2 of the Executive MBA. Students study the formulation and evaluation of strategy, including industry analysis, strategic positioning, and the boundaries of the firm. Students address the capacity of executive leadership to create and communicate a clear direction for a company's future. Additional focus areas include competition and innovation.

**Prerequisites:** Admission to the Executive MBA Program. Completion of Semester 1 and Semester 2 of the Executive MBA program.

**MGT 5545 International Management Credits: 3**

Examination of the management of contemporary international business organizations through a study of the political, economic, social and technological factors and their relationship and impact upon the administrative activities and strategies of the international firm.

**MGT 5546 Seminar in International Management Credits: 3**

This course focuses on the issues that business organizations face in a global economy. The instructor will introduce global strategic decisions via case studies.

**Prerequisites:** MGT 5545.

**MGT 5547 Global Initiatives in Management Credits: 3**

Global Initiatives in Management examines the complexity of management across national boundaries. The course explores the interrelationship and impact of political, economic, social, and technological factors when formulating and executing strategy internationally.

**Prerequisites:** Admission to the Executive MBA program

**MGT 5552 International Study in Business Credits: 3**

This course is designed to provide a study-abroad experience for the student. The course involves three components: study of international business through on-campus lectures and discussions; travel to a foreign country for visitations to business firms, government organizations, and cultural sites; and critique sessions of the international learning experience after travel completion.

**Prerequisites:** special application and selection process.

**MGT 5557 Leadership And Organizations Credits: 3**

Leadership and Organizations provides tools and tactics for assessing organizations' needs and constraints through multiple lenses, and assessing one's own leadership strengths and weaknesses for development and alignment with organization needs. Additionally, students will be introduced to a framework for ethical decision making, and how ethics is important to the strategic outcomes of an organization.

**Prerequisites:** Admission to Executive MBA Program.

**MGT 5566 Attracting, Retaining, and Developing Human Capital Credits: 3**

This course presents theoretical frameworks and practical applications for determining optimal person-organization fit and person-job fit within organizations. Emphasis will be placed on integrating recruitment, selection, retention, and training and development strategies and practices with overall business strategies. The importance of strategically planning and implementing staffing and development processes will be addressed as critical contributors to organizational effectiveness and sustainability. Recommended preparation: MGT 5512 or MGT 5502 or MGT 5507 or PUB-ADM 5548.

**MGT 5567 Total Rewards Management Credits: 3**

Total Rewards Management presents both theory and practice for designing effective rewards systems within organizations. The development of base pay and incentives and how they can be linked to performance will be covered. Characteristics of the work environment, such as recognition and development opportunities will also be considered in terms of their contribution to the total reward system. Recommended preparation: MGT 5512 or MGT 5502 or MGT 5507 or PUB-ADM 5548.

**MGT 5568 Talent Management Credits: 2**

Attraction, retention, motivation, and management of the organization's human resources is critical in our knowledge-based economy. This course will address strategic issues around sourcing, acquiring, motivation, retaining, and managing workers in domestic and global enterprises from a variety of industries.

**Prerequisites:** Admission to Executive MBA program.

**MGT 5569 Leadership Accountability and the Legal Implications Credits: 2**

Highlights the accountability of leaders and the challenges they face in the rapidly changing business environment. The course studies the political, social, ethical, and global environment in which American business organizations operate and the impact on today's leaders. Topics include creating and maintaining affiliate relationships and joint ventures, as well as prohibitions in anti-competitive behavior, protection of intellectual property, operating within a regulated environment, and securities law.

**Prerequisites:** Admission to Executive MBA Program.

**MGT 5570 MBA Capstone-Global Management Consultancy Credits: 3**

An integrative global management consulting experience for a real world organization that applies analytical skills in the areas of finance, marketing, information systems, supply chain management, human resources, leadership, innovation, international, and strategy. Course deliverables include written and oral reports for the client organization. The course requires travel to visit client organization's operations.

**Prerequisites:** MBA students must have completed all required core courses AND be in the last year of their program. MSA, MPA, MSF, MSERE, or MSGE program students may enroll with consent of instructor. Special application and selection process.

**MGT 5571 Influence, Persuasion and Change Credits: 2**

Presents ideas, strategies, and tools for leading change in complex organizations. This course challenges students to think about the execution of change strategies through assessment or organizational power dynamics and appropriate influence styles for achieving results. Emphasis is placed on analyzing these attributes and skills most critical for building influence, especially in change initiatives, and on defining an ethical approach to leading, influencing, and persuading others.

**Prerequisites:** Admission to the Executive MBA program.

**MGT 5572 MBA Capstone-The Capstone Consulting Project Credits: 3**

An integrative management consulting experience for a real world organization that requires application of conceptual models and analytical skills in multiple disciplines including areas such as finance, marketing, information systems, supply chain management, human resources, leadership innovation, international, and strategy. Course deliverables include written and oral reports for the client organization. The course requires interaction with senior managers in the client organization with anticipation of in-person or virtual visits to the firm.

**Prerequisites:** MBA students must have completed all required core courses AND be in the last year of their program. MSA, MPA, MSF, MSERE, or MSGE program students may enroll with consent of instructor.

**MGT 5581 Current Issues in Management with Technology Credits: 2**

Technology is being incorporated in all aspects of management. The current issues course explores the strategic deployment of technology in operational areas like supply chain, marketing, human resources and accounting. Students are exposed to technology as a strategic tool to be incorporated in core management functions.

**Prerequisites:** Admission to EMBA program.

**MGT 5585 Integrated Business Strategies (Capstone) Credits: 2**

Integrates the disciplines of business to help the student develop a comprehensive understanding of business planning and strategy. Students will use cases and simulation to plan and test alternative business strategies in a competitive environment. The course examines the critical factors involved in strategic decision making.

**Prerequisites:** Admission to the MBA Program.

**MGT 5587 Special Topics Credits: 3**

The study of a contemporary management topic of interest.

**MGT 5595 Internship Credits: 1-3**

An opportunity for students to integrate their academics studies via employment with a business/organization in the community.

**Prerequisites:** Departmental consent required.

**MGT 5597 Independent Study Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

**MGT 5899 Required Graduate Enrollment Credit: 1****Management Information Systems Courses****MIS 202 Computer Applications In Management Credits: 3**

A comprehensive coverage of computer tools for personal productivity in a management context, including spreadsheets and databases.

**Prerequisites:** MATH 110 or MATH 120 or STAT 235 or higher; or ALEKS score of 61 or higher; or MyMathTest College Algebra score of 70% or higher; or ACT MATH sub-score of 28 or higher; or SAT MATH sub-score of 660 or higher.

**MIS 402 Information Management Credits: 3**

This course introduces students to the impact of information technologies and systems on the enterprise. Business Intelligence and decision support capabilities are explored as well.

**Prerequisites:** MIS 202 or ACCTNG 306; and junior standing.

**MIS 459 Data Wrangling Credits: 3**

Data wrangling is the process of exploring, structuring, and cleaning data for analysis. It's a critical, under-appreciated part of the analytics process. This class is geared to business majors – including those specializing in analytics – that want to prepare for today's data-driven marketplace. You will learn foundational data and analytics concepts with a particular focus on data wrangling through examples and application. You will also learn how to use leading analytic tools, like Tableau and Tableau Prep, to perform data wrangling and analytic tasks and increase your understanding of the ways those tasks are done today.

**MIS 487 Special Topics Credits: 3**

Special topics in management information systems.

**Prerequisites:** Departmental consent.

**MIS 496 Internship: Management Information Systems Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Internship coursework is evaluated on a credit/no credit basis.

**Prerequisites:** Departmental consent.

**MIS 497 Special Topics: Management Information Systems Credits: 1-3**

Study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent.

**MIS 5507 Business Analytics and Statistics Credits: 3**

Business Analytics is about the science and the art of using data for making well-informed business decisions. The course covers the techniques used for acquiring and preparing data, as well as various statistical methods and procedures for mining the data to identify and infer patterns, relationships, and trends. It discusses how these methods can be used by managers for descriptive, predictive, and prescriptive purposes. Upon the successful completion of this course, the student will have the knowledge and the hands-on skills to apply business analytics techniques to various business contexts.

**Prerequisites:** Bloch School graduate program student.

**MIS 5540 Information Technology as a Strategic Tool Credits: 2**

This course examines the critical linkage between an organization's business, cultural, and information technology (IT) strategies. In organizations today, information technology has become a key component in accomplishing strategic and operational goals. The course provides concepts and a framework for understanding and enhancing the role IT can play in innovation, change, and continuous organizational learning.

**Prerequisites:** Admission to the Executive MBA program.

**MIS 5552 Data Base Management Credits: 3**

Data administration, including theory of relational databases and projects using relational data management packages. The course looks at data modeling and information engineering, entity-relationship modeling, database design, normalization, data dictionaries, distributed databases, database servers, data quality assurance, data integrity, SQL, and may include a number of computer-oriented assignments.

**Prerequisites:** MIS 5507.

**MIS 5557 Data Management and Data Mining for Business Analytics Credits: 3**

Data are the major ingredient for making quality business decisions. Students are introduced to the major steps in storing and preparing data as the raw input for decision-making. This includes an introduction to relational databases and data warehouses. Students also learn data mining techniques and statistical methods for inferring and extracting actionable insight from data. These methods help identify relationships and trends in existing cases and provide predictive power about new, unseen cases. Upon successful completion of this course, students will have an understanding of how data can be used to support fact-based decision-making across various business functions and contexts.

**Prerequisites:** MIS 5507, or DSOM 5509, or PUB-ADM 5510, or ACCTNG 5568, or RL-EST 5573, or FIN 5560. Restricted to students admitted to a Bloch School graduate program.

**MIS 5559 Data Wrangling Credits: 3**

Students will learn the fundamental skills required to acquire, munge, transform, manipulate, and visualize data in a computing environment that fosters reproducibility. This course provides an intensive, hands-on introduction to specialized programming languages, such as R. This course is analytically rigorous, but no previous programming experience is required.

**Prerequisites:** Restricted to students admitted to a Bloch School graduate program

**MIS 5587 Special Topics Credits: 3**

Special topics in management information systems.

**MIS 5597 Independent Study Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

MIS 5899 Required Graduate Enrollment Credit: 1

## Marketing Courses

MKT 324 Principles of Marketing Credits: 3

The course focuses on the processes involved in the marketing of goods and services, including the meaning and importance of marketing terminology, the marketing mix, the marketing concept, consumerism, market segmentation, market and marketing research, and the impacts of different competitive structures on marketing decision making.

**Prerequisites:** Completion of 45 hours.

MKT 335 Customer Insights Credits: 3

This course draws upon findings from various disciplines including cognitive psychology, social psychology, sociology, economics, and anthropology to understand and predict buying behavior. Structured around applications in marketing strategy, topical coverage includes motivation, perception, attitude change, choice decisions and the consumption process, as well as post-purchase satisfaction.

**Prerequisites:** MKT 324.

MKT 348 Marketing Research Credits: 3

Marketing Research is designed to systematically introduce students to the most commonly used tools/techniques used to arrive at major business decisions from a consumer/customer perspective. The course emphasizes analysis of data using statistical models. Students will use designated software to analyze data to address real-world marketing problems pertaining to market entry decisions, new product development, product positioning, and pricing.

**Prerequisites:** MKT 324; and DSOM 211 (or STAT 235 or STAT 115 or MOTRMATH 110).

MKT 390 Customer Data Analytics Credits: 3

Customer Data Analytics is designed to systematically introduce students to contemporary tools/techniques pertaining to the analysis of customer data to assist with business decision-making. The course emphasizes analysis of data using statistical models. Students will use designated software to analyze a wide variety of customer data for business purposes such as assessing customer response to marketing intervention, classification, clustering (for market segmentation), etc.

**Prerequisites:** MKT 324; and DSOM 211 (or STAT 235 or STAT 115 or MOTRMATH 110).

MKT 418 Advertising and Branding Credits: 3

Students receive exposure to the planning, implementation, and evaluation of various advertising and promotion strategies. Topics covered will include communication process, brand positioning, branding strategies, creative strategies; media planning, and promotional effectiveness.

**Prerequisites:** MKT 324.

MKT 420 Sales Management Credits: 3

This course examines the strategic management of the boundary-spanning function of the organization, the sales force. Topics include the selling process, customer relationship management, organizing the sales effort, utilizing sales force automation technology, understanding the salesperson's role, selecting appropriate salespeople, motivating the sales force, conducting training programs, and evaluating the efficacy of individual salespeople and the overall sales function.

MKT 430 Personal Selling Credits: 3

Regardless of what career you choose, sales will be a part of your life. Sales is an extremely common first job for graduating students and more than half of business graduates hold their first job in sales. The skills you will learn in this course are especially applicable to the professional selling context, however, they are also very relevant in non-sales applications. For example, this class will provide guidance in how to effectively conduct a job interview, make a sales proposal, deal with objections, manage your managers, and much more. These skills are valuable in any job regardless of major.

MKT 442 Social Media and Mobile Marketing Credits: 3

The course builds around Database Marketing principles, whether supporting marketing at a distance without requiring a physical wholesale or retail intermediary; or supporting physical retail. Social and Mobile media principles, on-line measurement, digital marketing strategy, and tactics by on-line platform are discussed across a variety of media and devices. Students must demonstrate competence in SEO (Search Engine Optimization) and on-line analytics.

**Prerequisites:** MKT 324.

MKT 465 Introduction to Retailing and Pricing Credits: 3

This course presents an approach to retail and pricing management. Topics covered in the course include: retail strategy development, understanding the customer, retail information systems, market location selection, merchandise buying and handling, financial operations management, human resource management, operations management, store layout and design, laws ethics, and retail tactics.

**Prerequisites:** MKT 324

MKT 480 Strategic Marketing Credits: 3

Marketing 480 is the capstone course in the marketing curriculum. The intent of this course is to review and integrate the important concepts you have learned in your other marketing and general business classes into a unified whole. This class is very intensive as well as interactive.

**Prerequisites:** MKT 324.

**MKT 487 Special Topics Credits: 3**

Special topics in marketing.

**MKT 496 Internship: Marketing Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Internship coursework is evaluated on a credit/no credit basis.

**Prerequisites:** Departmental consent.

**MKT 497 Special Topics: Marketing Credits: 1-3**

Study and research in areas of special interest under individual faculty direction.

**Prerequisite:** Departmental consent.

**MKT 5504 Marketing Management Credits: 3**

The course presents concepts of marketing, describes marketing strategy, and defines marketing tactics. Marketing law, fiduciary responsibilities, and marketing ethics for executives impacted by marketing success are identified. The goal is to present a strategic and integrative perspective of marketing in the contemporary digital, global and competitive marketing environment. The integration between an organization's objectives, capabilities, resources and marketplace needs and opportunities is described. Examples of major topics to be covered are marketing philosophies and their corresponding strategies, technology-driven customer relationship management, branding and brand equity, services marketing, product positioning, distribution and pricing strategies, and implementation of marketing tactics in.

**Prerequisites:** Students must be enrolled in a Bloch School graduate program.

**MKT 5520 Sales and Business Development Credits: 3**

This course will review behaviors in business, and concepts to an understanding of decision making, sales acumen, sales strategies. Special emphasis is placed on application of these concepts, by the student to adapt to a simulated sales environment. Also, this course will define sales from a holistic view. Each student will increase their knowledge and ability to adapt to, as well as implement sales methodologies during favorable and unfavorable conditions through the self-evaluation and class participation. This class will teach students to stretch beyond their natural sales style to more effectively adapt to their customers. Recommended Preparation: MKT 5504.

**MKT 5539 Social and Mobile Marketing Credits: 3**

The course builds around Database Marketing principles, whether supporting marketing at a distance without requiring a physical wholesale or retail intermediary; or supporting physical retail. Social and Mobile media principles, on-line measurement, digital marketing strategy, and tactics by on-line platform are discussed across a variety of media and devices. Students must demonstrate competence in SEO (Search Engine Optimization) and on-line analytics. Students learn to calculate Lifetime Value, Break-Even, PL on a Campaign, and Payback period using industry accepted methodologies.

**Prerequisites:** MKT 5504.

**MKT 5555 International Marketing Credits: 3**

This course focuses on marketing problems confronting international business managers and the ways they may be analyzed and resolved. The course content includes concepts and techniques useful in international marketing; effects of national differences on marketing practices; organization for international marketing; and strategy formulation for international markets.

**Prerequisites:** MKT 5504.

**MKT 5560 Customer Insights and Communication Strategy Credits: 3**

A review of behavioral science concepts and related academic research to help understand customer behaviors and communications targeted to them. Special emphasis is placed on applications of these concepts to problems related to strategies of product, pricing, promotion, and place or distribution.

**Prerequisites:** MKT 5504.

**MKT 5562 Marketing Research and Analytics Credits: 3**

This course is designed to systematically introduce you to the most commonly used analytical tools/techniques for managerial decision-making pertaining to marketing such as new market entry, new product development, product positioning, promotion, and pricing. The course emphasizes analysis of data pertaining to individual and aggregate customer behavior, preferences, and perceptions using designated software.

**Prerequisites:** MKT 5504 and MIS 5507.

**MKT 5565 Marketing Management Credits: 2**

Marketing management examines the role of marketing in driving profitable revenue growth in companies. The focus is placed on tools and approaches to analyzing and understanding customer needs- including the roles of market research and brand equity- and the development of integrated marketing plans to deliver to those needs.

**Prerequisites:** Admission to Executive MBA Program.



**MKT 5566 Predictive Analytics Using R Credits: 3**

This course is designed to systematically introduce both business and non-business majors to the most commonly used models for predictive analytics. The course emphasizes models for analyzing customer data that aid managerial decision making in a variety of business settings. Students will be taught concepts pertaining to linear regressions, discrete choice models, classification models, and segmentation models together with hands-on training in R programming language.

**Prerequisites:** MKT 5504 and MIS 5507.

**MKT 5587 Special Topics Credits: 3**

Special topics in marketing.

**MKT 5595 Internship Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community.

**Prerequisites:** Departmental consent required.

**MKT 5597 Independent Study Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

**MKT 5899 Required Graduate Enrollment Credit: 1****Public Administration Courses****PUB-ADM 410 Research Methods In Public Administration Credits: 3**

This introductory course focuses on quantitative empirical research design and statistical analyses in relation to public administration issues and concerns.

**Prerequisites:** Departmental consent.

**PUB-ADM 420 Urban Environmental Policy Credits: 3**

Our cities are a first line of action in our efforts to sustain our environment. Many have begun to examine and address the connection between city problems and environmental and climate change, and the disproportionate impacts that they often have on the disadvantaged, yet these initiatives address only the surface of the issue. It is essential for scientists, public administrators, environmentalists, and policy thinkers to pay greater attention to the environmental challenges of our cities. Students examine and assess the challenge of understanding, developing and implementing coherent environmental policy to address such challenges in urban communities.

**PUB-ADM 448 Leadership, Change and Social Impact Credits: 3**

The two core purposes of this course are for students to learn about effective and ethical leadership, and for students to understand and develop their own capacity for leadership. The course is organized around three general themes: 1) leadership as relations with subordinates, including issues of work motivation; 2) leadership as lateral relations, including organizational politics and conflict management and resolution; and 3) leadership as influence in the organization's environment.

**Prerequisites:** Departmental consent.

**PUB-ADM 487 Special Topics Credits: 3**

Special topics in public administration.

**PUB-ADM 492 Creating and Measuring Social Impact Credits: 3**

Students learn alternative approaches for conceptualizing and understanding the performance, effectiveness, and impact of nonprofit organizations and the programs they operate, and employ the basic frameworks and processes by which social impact can be measured and evaluated. This includes the use of logic models and theories of change to inform the design, operation, and evaluation of programs, with specific attention to data-based analytic approaches to impact assessment.

**Prerequisites:** Junior or senior standing.

**PUB-ADM 493 Nonprofit Fundraising and Development Credits: 3**

Examines the processes and functions by which nonprofit organizations plan, organize, implement and evaluate the work of fundraising and development to secure the financial resources needed to support and sustain their programs and activities. Students gain an understanding of and practical experience in employing the basic approaches and techniques used by nonprofits to raise and deploy philanthropic resources, including annual and multi-year giving programs, major gift solicitation, planned giving initiatives, capital campaigns, and prospect research and proposal writing.

**Prerequisites:** Junior or senior standing.



**PUB-ADM 494 Leading and Managing Nonprofit Organizations Credits: 3**

Examines the processes by which nonprofit charitable organizations and associations are governed, led, and managed, with particular attention to the work of the board, executives, and managers. Students learn a strategic framework by which to sustain and enhance the performance and impact of these nonprofit organizations. Among topics of special importance are the dimensions of governance, strategy and planning that are unique to nonprofit public service organizations, including stages of organization development, the planning and business model development associated with the financial management, human resource management, board leadership, ethical decision making, and organizational effectiveness and accountability.

**Prerequisites:** Junior or senior standing.

**PUB-ADM 495 Nonprofit Organizations in Context Credits: 3**

Student in this course will investigate nonprofit organizations, an under-examined sector of our society. We will analyze the theoretical reasons for the existence of this sector, its empirical trends, and the significant challenges that nonprofits face.

**PUB-ADM 496 Internship: Public Administration Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Internship coursework is evaluated on a credit/no credit basis.

**Prerequisites:** Departmental Consent

**PUB-ADM 497 Special Topics In Public Administration Credits: 1-3**

Study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent.

**PUB-ADM 5510 Research Methods in Public Administration Credits: 3**

This introductory course focuses on quantitative empirical research design and statistical analyses in relation to public administration issues and concerns.

**PUB-ADM 5523 Public Policy and Industry Credits: 3**

Private sector organizations are subject to the public policy process and decisions from executive agencies of the government. Public policy and industry enables students to build business acumen, cultivating an understanding of how public sector decisions impact strategic objectives. Specific attention will be devoted to the impact economic policies have on private sector organizations.

**Prerequisites:** Admission to the Executive MBA program.

**PUB-ADM 5525 Financial Accountability and Policy Development Credits: 3**

Modern fiscal policy and its administrative implications to planning, budgeting, revenue administration, accounting and appraisal, and the process for assuring accountability in the development, timing, and execution of public programs.

**Prerequisites:** PUB-ADM 5510.

**PUB-ADM 5526 Foundations of Public Service Credits: 3**

This course provides students with advanced study of public and nonprofit organizations. Focus throughout the course is on theories and practice of public service, performance metrics and outcomes, social equity, and leadership. This course is required for all MPA students.

**PUB-ADM 5528 Supervision, Performance Leadership, & Human Resource Management Credits: 3**

Focuses on the public service leader as a catalyst in developing and sustaining high-performance, outcome-based cultures and as a human resource strategist in marshaling the workforce. Geared to the work of nonprofit, health care, and government executives and managers, the course addresses strategies for developing, organizing, and mobilizing the workforce to accomplish the organization's mission. Topics include recruiting, engaging and retaining talent, including volunteers; developing and coaching subordinates; appraising and rewarding performance; delegation; and legal dimensions of HR, including anti-discrimination law.

**Prerequisites:** PUB-ADM 5548.

**PUB-ADM 5535 Urban Policy and Administration Credits: 3**

An examination of contemporary problems and issues found in urban environments. This includes exploration of the historical, political, economic, and social foundations of contemporary urban problems. Students will use general knowledge of public policy processes to develop skills, strategies, and knowledge necessary to analyze urban problems and develop policy solutions. An explicitly multi-sector focus will inform urban policy analysis and solutions.

**PUB-ADM 5536 Managing Urban Economic Development Credits: 3**

This course explores what managers in the public, nonprofit and private sectors need to know about urban economic development. Topics include (a) theories of urban economic development, (b) varying forms of development (e.g., attraction of new industries, central business district development, neighborhood economic development), (c) policy managerial tools for stimulating development, and (d) issues of equity in economic development.

**PUB-ADM 5538 Comparative Urban Administration Credits: 3**

An analysis of urban administration and planning in different comparative political, economic, and cultural settings. Analytical techniques will be applied to case studies of selected urban administrative processes involving American and other cities.

**PUB-ADM 5539 Urban Planning for Public Administrators Credits: 3**

This course is designed to provide students in urban administration with a comprehensive overview of the planning process. Course topics include a review of planning and the problems of effective planning implementation.

**PUB-ADM 5540 Local Government Management Credits: 3**

An examination of the challenges encountered in the local government management function and its role. Topics covered include political and organizational structure, service delivery, finance, personnel policies, intergovernmental relations, urban development, and leadership. The course includes presentations by practicing professionals, an emphasis on the case study method, and opportunities to analyze real-world issues and prepare recommendations for addressing them.

**PUB-ADM 5541 Public Policy Development and Analysis Credits: 3**

Public, nonprofit, and health organizations must navigate dense systems of complementary and contradictory public policies. These policies assign value to the actions of citizens, and are designed through a process of negotiation and analysis. In this course students will develop the frameworks and analytical methods necessary to understand the process of policy creation as well as the costs and benefits associated with any given policy, including the economic foundations for policy and the impact of policy on management decisions.

**PUB-ADM 5544 Program Evaluation Credits: 3**

Survey of the tools and procedures for evaluating and analyzing policies and programs in the public sector, including nonprofit and human services organizations. Consideration of such topics as definition of goals, developing measures of effectiveness, evaluation research designs, benefit-cost analysis, and the special problems of rational analysis in a political environment.

**Prerequisites:** PUB-ADM 5510.

**PUB-ADM 5548 Leadership, Change and Social Impact Credits: 3**

The two core purposes of this course are for students to learn about effective and ethical leadership, and for students to understand and develop their own capacity for leadership in dynamic, complex, and multisector environments. The course is organized around three general themes: 1) leadership as relations with subordinates, including issues of work motivation; 2) leadership as lateral relations, including organizational politics and conflict management and resolution; and 3) leadership as influence in the organization's environment.

**PUB-ADM 5551 Managing Nonprofit Organizations Credits: 3**

Managing Nonprofit Organizations is designed to prepare students for a career in executive management in private, nonprofit/nongovernmental organizations. The course examines the overall concepts of management and strategy in the nonprofit setting, and the role of board and executive leadership in providing strategic direction for the organization. The course addresses topics of special importance in the governance and strategic management of charitable nonprofit organizations, including organization development, board leadership, strategic planning, human resource management, organizational performance and effectiveness, and marketing.

**PUB-ADM 5552 Community Organizations and Public Policy Credits: 3**

This course includes examination of both neighborhood organizations and organizations intended to promote other communities of interest. In relation to neighborhood organizations, topics considered include the varieties of neighborhoods, the role of neighborhood organizations in local politics, the use of neighborhoods in administrative and political decentralization, and federal policy toward neighborhood issues. In relation to other community organizations, topics considered include the basis of such organizations, their roles in public affairs and their effects on policy processes.

**PUB-ADM 5553 Legal Framework & Financial Management of Nonprofit Organizations Credits: 3**

Utilizing a comparative approach the course examines the legal basis and tax treatment of private, nonprofit organizations in the U.S. Related topics also considered include concepts of fund and cost accounting, budgeting processes, earned income strategies, employee compensation and benefits practices, laws and regulations affecting lobbying, competition with business and unrelated business income tax.

**PUB-ADM 5554 Seminar on Social Entrepreneurship Credits: 3**

Seminar on Social Entrepreneurship is a graduate-level special-topics seminar that offers students from across the university the opportunity to engage in an in-depth examination of social entrepreneurship and how it is being understood, developed and practiced in the nonprofit sector. Students will gain a broad understanding of the various conceptions, types and aspects of social entrepreneurship, learn about processes for engaging in entrepreneurial nonprofit organization development, and discuss design and implementation issues with nonprofit leaders who have implemented various forms of social entrepreneurship.

**PUB-ADM 5556 Innovation in Nonprofit Management and Leadership Credits: 3**

This course provides an opportunity for students in the nonprofit management specialization to examine 'breaking' innovations in nonprofit management and leadership. Intra- and inter-sectoral collaborative strategies and total quality management are illustrative examples. Other topics will be considered as warranted. Recommended preparation: PUB-ADM 5525, PUB-ADM 5548, and at least six hours of nonprofit management coursework.

**PUB-ADM 5557 Nonprofit Fundraising and Development Credits: 3**

Examines the processes and functions by which nonprofit organizations plan, organize, implement and evaluate the work of fundraising and development to secure the financial resources needed to support and sustain their programs and activities. Students gain an understanding of and practical experience in employing the basic approaches and techniques used by nonprofits to raise and deploy philanthropic resources, including annual and multi-year giving programs, major gift solicitation, planned giving initiatives, capital campaigns, and prospect research and proposal writing.

**PUB-ADM 5559 Nonprofit Organizations in Context Credits: 3**

This course provides a survey of the origins, development and contemporary functioning of the private, nonprofit sector in the U.S. The course explores theories and concepts that describe the social, political, legal and economic meaning of voluntarism, philanthropy and the nonprofit sector.

**PUB-ADM 5566 Urban Environmental Policy Credits: 3**

Our cities are a first line of action in our efforts to sustain our environment. Many have begun to examine and address the connection between city problems and environmental and climate change, and the disproportionate impacts that they often have on the disadvantaged, yet these initiatives address only the surface of the issue. It is essential for scientists, public administrators, environmentalists, and policy thinkers to pay greater attention to the environmental challenges of our cities. Students examine and assess the challenge of understanding, developing and implementing coherent environmental policy to address such challenges in urban communities.

**PUB-ADM 5570 Diversity in the Workplace Credits: 3**

This course explores the many issues raised by the growing diversity of backgrounds (e.g., race, gender, culture) employees bring to the workplace. The course will examine diversity issues including demographics, relevant legislation, values questions, demands on management, and effects on service delivery to clients. To better illustrate the issues, some class sessions will feature guest lecturers representing a diversity of backgrounds and work settings.

**PUB-ADM 5573 Health and Social Equity Credits: 3**

Examines the complex relationship between the social and political environment and health outcomes. All policy is health policy – economic, transportation, natural and built environments, schools. This course examines how social equity shapes health behaviors and how the life odds in different communities expose the historical legacies of past injustices. Only ten percent of health disparities are explained by access to care, although health care and health insurance dominate the public conversation. Draws on guest speakers, books, journal articles, popular press, film and art; as varied as are the social determinants of health, so are media that explore those relationships.

**PUB-ADM 5581 Seminar in Urban Administration Credits: 3**

Advanced work on special topics in urban administration. Topics will vary.

**Prerequisites:** PUB-ADM 5535.

**PUB-ADM 5582 Developing the Social Enterprise Credits: 3**

Developing the Social Enterprise is the offering of a new seminar that has been developed to provide an in-depth exploration and examination of nonprofit entrepreneurship and how it is being understood, implemented and practiced in the nonprofit sector. Developing the Social Enterprise is a graduate-level course that offers the opportunity to study in depth this oft-discussed yet often misunderstood phenomenon. Students will gain a broad understanding of the various conceptions, types and aspects of nonprofit enterprise, learn about processes for engaging in entrepreneurial nonprofit organization development, and discuss design and implementation issues with nonprofit leaders who have implemented some form of social entrepreneurship in their own organizations.

**PUB-ADM 5585 Seminar In Public Affairs Credits: 3**

Advanced work on special topics in public affairs.

**PUB-ADM 5585A Seminar In Public Affairs Credits: 3**

Advanced work on special topics in public affairs.

**PUB-ADM 5585B Seminar In Public Affairs Credits: 3**

Advanced work on special topics in public affairs.

**PUB-ADM 5585C Seminar In Public Affairs Credits: 3**

Advanced work on special topics in public affairs.

**PUB-ADM 5587 Special Topics Credits: 3**

Special topics in public administration.

**PUB-ADM 5595 Internship Seminar Credits: 1-3**

Combined classroom study and field internship. To be offered only when government agency internships approved by the Public Administration Committee are available.

**Prerequisites:** 18 credit hours of completed courses. Departmental consent required.

**PUB-ADM 5596 Consulting for Nonprofit and Public Organizations Credits: 3**

This course is an experiential course that provides students with practical skills to support nonprofit and public organizational needs. Students will gain real-world experience through client-based projects. Topics of the course will include program evaluation, strategic planning, project management, professional communication, organizational development, and professionalism in public service.

**Prerequisites:** Completion of 9 hours in the MPA degree program.

**PUB-ADM 5598A Supervised Research: Nonprofit Management Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

**PUB-ADM 5598C Supervised Research: Urban Administration Credits: 1-6**

Independent study and research in areas of special interest under individual faculty supervision.

**Prerequisites:** Departmental consent required.

PUB-ADM 5598G Supervised Research: Unspecified Credits: 1-6  
Independent study and research in areas of special interest under individual faculty direction.  
**Prerequisites:** Departmental consent required.

PUB-ADM 5599 Thesis Credits: 1-9

PUB-ADM 5610 Inquiry In Public Administration And Affairs Credits: 3  
This course is designed to provide Ph.D. students a thorough grounding in strategies of inquiry. Issues considered include competing metatheoretical paradigms and alternative conceptions of explanation in the social and policy sciences, the implications of such alternatives for empirical research, the variety and standards of qualitative and quantitative approaches to theory and research, theory construction, and research ethics. Contemporary problems in public administration and affairs research and theory are emphasized.  
**Prerequisites:** Doctoral student in the Interdisciplinary Ph.D. program.

PUB-ADM 5620 Literature of Public Affairs and Administration Credits: 3-6  
This course grounds the student in the central ideas of the public affairs and administration literature and in the prominent themes of the discipline. The course is offered in two versions: A, in which the political science approach to public affairs and administration is emphasized; and B, in which the organizational theory and behavior approaches to public affairs and administration are emphasized. Ph.D. students whose primary discipline is public affairs and administration are ordinarily expected to complete both versions.  
**Prerequisites:** Doctoral student in the Interdisciplinary Ph.D. program.

PUB-ADM 5620A Literature Of Public Affairs And Administration: Political Science Credits: 3-6  
Literature Of Public Affairs And Administration: Political Science.  
**Prerequisites:** PUB-ADM 5525, PUB-ADM 5526, and PUB-ADM 5544.

PUB-ADM 5620B Literature Of Public Affairs And Administration:Organizational Theory & Behavior Credits: 3-6  
Literature Of Public Affairs And Administration:Organizational Theory Behavior.  
**Prerequisites:**PUB-ADM 5530 and PUB-ADM 5548.

PUB-ADM 5699 Dissertation And Research In Public Affairs And Administration Credits: 1-12  
Dissertation research and writing in the Public Affairs and Administration discipline.

PUB-ADM 5899 Required Graduate Enrollment Credit: 1

## Real Estate Courses

RL-EST 321 Real Estate Principles Credits: 3  
The student will be introduced to the very basics of real estate from the terminology, real estate's role in the economy, legal foundations, government controls, appraisal processes, valuation processes, brokering and closing transactions, time value of money, basic management issues and lease clauses, and basic standard form purchase contracts.

RL-EST 421 Real Estate Finance Fundamentals Credits: 3  
This course will provide a fundamental understanding of basic financial concepts of real estate including compounding and discounting, construction of amortization tables and after-tax yield analysis for a simple real estate investment. It also touches on the basics of title insurance, ownership issues, fixed rate versus variable rate mortgages in residential real estate, understanding housing bubbles, and trends in valuation of residential real estate. In addition, the student will complete mathematical comparisons of leasing versus owning a home.  
**Prerequisites:** ENT 301 or FIN 325.

RL-EST 425 Principles of Real Estate Property Management Credits: 3  
Explores the complexities of managing apartments, condominiums, office buildings, industrial property, and shopping centers. This course covers rental markets, development of rental schedules, leasing techniques and negotiations, repairs and maintenance, tenant relations, merchandising, selection and training of personnel, accounting and owner relations.

RL-EST 496 Internship: Real Estate Credits: 1-3  
An opportunity for students to integrate their academic studies via employment with a business/organization in the community. Internship coursework is evaluated on a credit/no credit basis.  
**Prerequisites:** Departmental consent.

RL-EST 497 Special Topics: Real Estate Credits: 1-3  
Study and research in areas of special interest under individual faculty direction.  
**Prerequisites:** Departmental consent.

RL-EST 5556 Entrepreneurial Real Estate Process Credits: 3  
This interdisciplinary course adopts an entrepreneurial approach to the real estate process spanning concept generation, planning, research, acquisition, design, construction, finance, and investment. The course is open to students from various units across campus. Students will engage in experiential learning to sensitize them to the breadth of inquiry, critical thinking and analysis involved in contemporary real estate. Instruction focuses on creation of optimal spatial solutions for targeted users on targeted sites that are economically viable, sustainable and environmentally responsible. The course emphasizes the importance of focusing on value creation, control and capture across the full life cycle of real estate.

**RL-EST 5571 Real Estate Finance Credits: 3**

This course introduces students to the full spectrum of real estate finance and investment analysis. It helps students quantify the financial implications of various real estate decisions for individual properties as well as more strategic decision-making applied to real estate portfolios. Using a combination of experiential and incremental learning students develop the foundation skills necessary to support more advanced concepts and financial theory. The course explores time value of money, law, leverage, underwriting, discounted cash flow, investment analysis, and capital markets. Students also develop advanced modeling skills and learn how to apply state-of-the-art financial packages to support decisions.

**Prerequisites:** RL-EST 5556.

**RL-EST 5573 Real Estate Feasibility and Market Analysis Credits: 3**

This course helps students develop entrepreneurial, fact-based approaches to problem-solving and decision support. It incorporates experiential learning to help students deploy quantitative and qualitative approaches that incorporate the perspectives of space users, space producers, and market facilitators. Students learn how to address the goals and objectives of a particular client, while also considering the externalities and impacts such decisions have on the built environment. Students will integrate critical thinking with spatial and financial analytical methods and state-of-the-art tools to quantify market demand and to translate that demand to a spatial solution that is marketable and financially feasible.

**Prerequisites:** RL-EST 5556.

**RL-EST 5574 Real Estate Construction and Development Credits: 3**

This course explores principles and techniques of construction project management and real estate development. Adopting a holistic perspective it places the production of real estate in a broader context of product life cycles drawing on systems analysis, planning, programming, budgeting and staffing, controlling major projects. Students apply experiential learning and assume the role of a developer who marshals the resources needed to produce real estate. It explores new projects and renovation of existing space with emphasis on customizing products to fit user needs. The course sensitizes students with emphasis on creating sustainable products that are socially responsible and economically viable.

**Prerequisites:** RL-EST 5556.

**RL-EST 5576 Real Estate Property and Portfolio Management Credits: 3**

This course explores the complexities and integration of property and portfolio management which are critical to the creation, control and capture of real estate value. Students learn how to approach real estate in a more holistic manner by integrating management functions that range from individual property types to portfolios of properties. Students learn how to incorporate marketplace factors in their decisions and apply modern portfolio theory and other tools to construct and manage properties and portfolios in a socially responsible manner. Using experiential methods students learn to apply critical thinking to solve complex property and portfolio management problems.

**Prerequisites:** RL-EST 5571.

**RL-EST 5577 Real Estate Valuation Credits: 3**

This course provides students with an understanding of real estate appraisal garnered through a combination of lectures, projects and discussions. Students explore valuation theory, behavioral processes, and the unique nature of the inefficient real estate market. Through hands on exercises that constitute the experiential learning students apply best practices embedded in the three approaches to value that underpin real estate appraisal: cost, income and sales comparisons. Students also analyze the impact of macroeconomic conditions, supply/demand conditions, capital flows, and investor behavior. Students develop proprietary valuation models and apply appropriate quantitative tools and software for predicting most probable prices.

**Prerequisites:** RL-EST 5556.

**RL-EST 5578 Legal Context of Real Estate Credits: 3**

This interdisciplinary course acquaints business and law school students with legal issues in development, ownership and operation of commercial real estate. It also explores the roles of various professionals in real estate transactions. Students will learn legal concepts and terminology, and acquire familiarity with key issues and documents relating to real estate decisions and entrepreneurship, including leasing, insurance, negotiations, construction and architect's contracts, transactions, regulation, financing and bankruptcy. Students learn how to apply risk management to design and construction contracts, insurance, bonding and indemnification, as well choice of business entity, income tax planning and negotiation of joint ventures.

**RL-EST 5587 Special Topics Credits: 3**

Special topics in real estate.

**RL-EST 5595 Internship Credits: 1-3**

An opportunity for students to integrate their academic studies via employment with a business/organization in the community.

**Prerequisites:** Departmental consent required.

**RL-EST 5597 Real Estate: Independent Study Credits: 1-6**

Independent study and research in areas of special interest under individual faculty direction.

**Prerequisites:** Departmental consent required.

**RL-EST 5899 Required Graduate Enrollment Credit: 1**