MASTER OF BUSINESS ADMINISTRATION

Courses

MBA 590. Coaching for Success. 1.5 Hour
This course will provide additional English language and academic support for non-native speakers of English students who are admitted into the MBA program. Prerequisite(s): Permission of MBA Department.

MBA 600A. Introduction to Financial Accounting. 1.5 Hour
An introduction to the concepts and procedures underlying financial accounting and the use of financial statement & other financial accounting information for decision making.

MBA 601A. Introduction to Managerial Accounting. 1.5 Hour
An introduction to the concepts underlying the preparation and use of accounting data by managers as they plan, control, and make decisions within the organization. Prerequisite(s): MBA 600A.

MBA 602A. Information Assurance. 3 Hours
Study of current and emerging auditing and assurance standards and professional developments through case study, readings, and research projects. Prerequisite(s): ACC 401 or permission of instructor.

MBA 602B. Fraud Examination. 3 Hours
Study of topics related to the detection, investigation, and prevention of accounting fraud within a legal and ethical environment. This course will concentrate on occupational fraud and financial statement fraud. Prerequisite(s): MBA 600A, MBA 601A.

MBA 603A. Advanced Financial Accounting. 3 Hours
Study of consolidated financial statements and accounting for business combinations, government organizations, multinational subsidiaries, and foreign currency transactions. Selected IFRS issues are integrated into the course. Prerequisite(s): ACC 306 with a minimum grade of C or permission of instructor.

MBA 604B. Advanced Issues in Accounting. 3 Hours
Study of the current federal income tax code and its application to individuals and business entities. Emphasis is placed on the technical issues and computer applications for managerial and financial accounting. Prerequisite(s): MBA 600A, MBA 601A.

MBA 605A. Contemporary Issues in Accounting. 3 Hours
Seminar covering emerging or controversial accounting issues for the student who has a strong accounting background. Topics include the business and financial situations that underlie accounting problems and controversies, alternative accounting techniques which are accepted or proposed, and the consequences of various accounting practices. Prerequisite(s): ACC 306 or permission of instructor.

MBA 605B. International Accounting. 3 Hours
Study of current topics in international accounting. This course will typically include a week or more of study outside of the U.S. that will include lectures and relevant site visits. In addition to normal tuition, there may be travel and other costs or fees. Foreign locations, countries, topics, and duration may vary. Prerequisite(s): ACC 306 or permission of instructor.

MBA 605C. International Accounting-IFRS Certificate and Research. 3 Hours
This class includes a comprehensive study of International Financial Reporting Standards (IFRS). Students will complete the Institute of Chartered Accountants in England and Wales (ICAEW) IFRS learning and assessment program and upon successful completion earn an IFRS certificate from this globally recognized professional acountancy body. Prerequisite(s): ACC 408 or MBA 603A or permission of the instructor.

MBA 605D. International Accounting-IFRS Certificate and Research. 3 Hours
This class is for NON-UD degree seeking students. The class includes a comprehensive study of International Financial Reporting Standards (IFRS). Students will complete the Institute of Chartered Accountants in England and Wales’ (ICAEW) IFRS learning and assessment program and upon successful completion earn an IFRS certificate from this globally recognized professional accountancy body. Prerequisite(s): ACC 408 / MBA 603A or permission of instructor.

MBA 606A. Financial Statement/Risk Analysis. 3 Hours
Study of the tools and techniques of financial statement analysis with an emphasis on earnings management. Prerequisite(s): ACC 306 or permission of instructor.

MBA 607A. Strategic Cost Management: A System's Approach. 3 Hours
The design and use of performance measurement and control systems from an integrated systems view of an organization. An important aspect of the course is to ‘think out of the box’ in terms of how to design more flexible and adaptive cost management and performance measurement systems to help organizations become more flexible and responsive in meeting customer needs. Performance measurement and control are discussed in light of an integrated systems view of an organization, the principles of the Toyota Way, the Toyota Production System, and Lean Accounting. Prerequisite(s): ACC 208 or MBA 601A or equivalent, or permission of the instructor.

MBA 608A. Accounting Information Systems. 3 Hours
Study of accounting information systems and their impact on management decision making and control. Emphasis on the systems approach to the collection and reporting of accounting data, system internal controls, and computer applications for managerial and financial accounting. Prerequisite(s): ACC 341; MBA 660 or permission of instructor.

MBA 609A. Special Topics in Accounting. 3 Hours
Advanced and current topics in accounting. Topics vary. Prerequisite(s): Permission of instructor.

MBA 609B. Individual Research in Accounting. 1-6 Hours
Individual research in accounting subjects under the guidance and direction of an accounting faculty member. A formal proposal must be completed and approved by the faculty member, Department Chair, and MBA Director prior to registration. Prerequisite(s): Permission of Instructor; strong academic and/or professional background in accounting.

MBA 611. Statistical Analysis for Business Decisions. 1.5 Hour
This course is an introduction to descriptive and inferential statistics for MBA students. The overall purpose is for students to develop skills in (1) describing/summarizing sample data sets, (2) using probability distributions, (3) drawing conclusions about the properties of large groups when only sample information is available, and (4) investigating relationships among several properties based on a sample of those properties.
MBA 612. Principles of Operations Management. 1.5 Hour
An introduction to both traditional and modern manufacturing and service systems, including operating philosophies that drive these systems and the important tools and techniques used therein. Prerequisite(s): MBA 611.

MBA 615. Advanced Topics and Applications in Business Analytics. 3 Hours
Overview of value of analytics and the analytics process. Review of primary tools from three broad areas of analytics: descriptive, predictive and prescriptive. Advanced topics in statistical analysis, optimization and simulation, and their integration through case studies of industry applications of analytics. Prerequisite(s): MBA 611 and MBA 791.

MBA 616. Project Management for Professionals. 3 Hours
Project-oriented work makes up the bulk of managerial activity in organizations and consequently knowledge of project management principles is valued highly. This course offers a broad review of issues and approaches to contemporary professional project management useful for any MBA student and future manager. Prerequisite(s): OPS 301 or MBA 612.

MBA 617. Business Process Improvements. 3 Hours
Study of the concepts and techniques of business process analysis and improvements as building blocks for all operations improvement strategies, using a range of tools from simple process-mapping to computer-based process-modeling. Balancing technical/analytical and organizational/behavioral aspects of business process improvements are highlighted. The class will include a business process analysis/improvement project using a process modeling software. Prerequisite(s): MBA 611 & MBA 612.

MBA 618. Operations Management Research Seminar. 3 Hours
Individual research effort in conjunction with a faculty member. The seminar will meet several times during the term for research progress presentations. Prerequisite(s): One OPM elective.

MBA 619. Special Topics in Operations Management. 3 Hours
Advanced or special topics in the analysis, design, operation, and maintenance of manufacturing and service systems. Topics vary. Prerequisite(s): Permission of instructor.

MBA 620. Principles of Finance. 3 Hours
An overview of finance to include time value of money, risk and return, valuation concepts, financial statement analysis, capital budgeting, cost of capital and capital structure, and working capital management. Prerequisite(s): MBA 600A.

MBA 622. Advanced Corporate Finance. 3 Hours
This course is focused upon interesting corporate finance issues addressing short term financial management, long term capital budgeting, and long term financing choices. The course requires that the students understand these issues through a series of cases and projects. A significant amount of spreadsheet modeling together with both individual and group work will be required to examine the cases and projects. Prerequisite(s): MBA 796.

MBA 623. Financial Statement Analysis. 3 Hours
The course focuses on the analysis of financial statements by integrating accounting concepts and principles to assess a company's performance, quality of earnings, valuation and other issues. Specific topics may include analysis of balance sheet, income statement, cash flow, off-balance sheet assets/liabilities, inter-corporate investments, and analysis of business combination. Prerequisite(s): FIN 301 or MBA 620 or equivalent.

MBA 624. Financial Modeling. 3 Hours
This lab course focuses on building financial models in R and Excel. Students will learn to construct models for practical, real-world applications that cover simple examples such as cash flow and ratio analysis to more complicated models of bond pricing, stock valuation and option pricing. In the process, students will master basic R programming language, Excel skills, and more advanced modeling techniques. Prerequisite(s): FIN 301 or MBA 620 or equivalent.

MBA 625. Investments. 3 Hours
Study of investment principles and techniques used by both individual and institutional investors. Topics include bond and stock markets, security valuation methods, portfolio theory and management, and investment institutions. Prerequisite(s): FIN 301 or MBA 620 or equivalent.

MBA 626. International Financial Management. 3 Hours
Integrates the international monetary environment with the multinational business firm and its operations. Analyzes the balance of international payments and exchange rate determination. Specific international financial management topics include export-import financing, foreign direct investment, foreign exchange risk management, financial controls, and international capital budgeting. Prerequisite(s): FIN 301 or MBA 620 or equivalent.

MBA 627. Financial Derivatives & Risk Management. 3 Hours
This course provides a theoretical foundation for the pricing of contingent claims and for designing risk-management strategies. It covers option pricing models, hedging techniques, and trading strategies. It also includes portfolio insurance, value-at-risk measure, multistep binomial trees to value American options, interest rate options, and other exotic options. Prerequisite(s): FIN 360 or FIN 625 or MBA 625 or MTH 558.

MBA 628. Fixed Income Analysis. 3 Hours
This class will expose students to a variety of fixed income instruments that are traded in the financial markets, their investment characteristics, the state-of-art technology for valuing them, technique for quantifying their interest rate risk, and portfolio strategies for using them. Prerequisite(s): FIN 360 or FIN 625 or MBA 625 or MTH 558.

MBA 629. Special Topics in Finance. 3 Hours
In-depth application of financial principles to selected areas. Topics vary. Emphasis may be on working capital management, capital budgeting, applied portfolio management, mergers and acquisitions, corporate restructuring, or selected topics. Prerequisite(s): Permission of instructor.

MBA 629A. Valuation. 3 Hours
This course will focus on asset valuation, with particular emphasis on the valuation of business enterprises, including closely-held firms. Valuation methods and techniques and security analysis are discussed and applied in real-world cases and situations. Students will be expected to prepare a valuation of a business of their choice. Prerequisite(s): MBA 620.

MBA 630. Principles of Marketing. 1.5 Hour
Fundamentals of marketing, including macro and micro concepts that affect marketing management. An introduction to marketing terminology, definitions, theories, concepts, and practices. Emphasis on decision variables used by marketing managers, both at the domestic and global level.
MBA 630. Sales Management. 3 Hours
Study of the basic principles and practices of sales management. Rather than viewing sales management as containing separate functions and activities, (such as staffing, training, motivation), this course views them as having systemic relationships with each other. All functions and activities will be viewed as a dynamic process, composed of numerous interrelated parts; all aimed at helping the organization reach its sales objectives. Analyzes the structure of the sales organization, determination of sales policies, selection, training, and motivation of salesperson, and establishing sales territories, and quotas. Prerequisite(s): MBA 630.

MBA 634. Consumer Behavior. 3 Hours
Consumer Behavior is the study of those actions directly involved in obtaining, consuming, and disposing of products and services, including the decision processes that precede and follow these actions. Consumer behavior is of particular interest to those who, for various reasons, desire to influence or change that behavior, including those whose primary concern is marketing, consumer education and protection, and public policy. Consumer behavior is studied within the context of marketing strategy, and market segmentation. Prerequisite(s): MBA 630.

MBA 635. Market Analysis & Research. 3 Hours
The purpose of marketing research is to provide decision makers with useful consumer and customer information to reduce uncertainty about alternative courses of business action, and aid in marketing management decision making and planning. To make the wisest decisions and accomplish the best, this course focuses on showing decision makers how to effectively use information provided by marketing research. Prerequisite(s): MBA 797.

MBA 638. Product Planning Development. 3 Hours
Integration of various product management processes and concepts as customer-focused problem solving. Using projects or simulations, provides an opportunity to practice skills in developing and introducing a new product in a competitive environment. Emphasis on how various techniques can be interpreted to answer questions about performance. Prerequisite(s): MBA 630.

MBA 639. Special Topics in Marketing. 1.5, 3 Hours
Advanced and current topics in marketing, such as product management, consumer behavior, services marketing, sales, and advertising. Prerequisite(s): Instructor Permission.

MBA 639A. Marketing Intelligence. 3 Hours
The course is focused on the impact technology and how customer focus is having on the practice of marketing. Companies like Amazon.com, Kroger, Continental Airlines, and Harrah’s Entertainment collect behavioral data on all their customers. From this data they can recommended the next best product, determine who is most likely to respond to a promotion, calculate the lifetime value of each customer, and identify who to target for customer acquisition. The student will be introduced to many of these tools through the marketing intelligence cycle, which includes collecting customer behavioral data, analyzing the data for customer insight, and managing the customer relationship. The instructor and guest speakers come from roles in industry where they have gained experience in the topics discussed in this course. Prerequisite(s): MBA 630.

MBA 639B. Digital Marketing. 3 Hours
The course provides an examination of Internet marketing and other forms of electronic marketing in the context of business strategy in the domestic and global marketplace. Internet marketing has emerged as an important part of business enterprises in all sectors as a channel for information and for products in developed economies throughout the world. Prerequisite(s): MBA 630.

MBA 639C. Management of Information Resources. 3 Hours
Study of the strategic and management issues associated with the effective organizational use of information technology. Role of the chief information officer; strategic planning, impacts and alliances; information technology assimilation; information technology architectures, functional organization, and operational control; information systems project management. Cases and readings. Prerequisite(s): MBA 660. MBA 794 recommended.
MBA 664. Database Management. 3 Hours
Introduction to databases and their management. File organization and data structures; database management systems; major data models; conceptual, logical, and physical database design; data definition and manipulation with SQL; data administration; and client/server and distributed databases. SQL-based software tool for database project. Prerequisite(s): MBA 660.

MBA 665. System Analysis & Design. 3 Hours
Introduction to object-oriented concepts and techniques for analyzing and designing systems. Activities performed and models created during the different phases of the development life cycle. Systems development project using a CASE tool. Prerequisite(s): MBA 660.

MBA 667A. Business Intelligence. 3 Hours
This course is about developing a program for Business Intelligence in an organization. Will cover the framework, concepts, methods, people skills, and technologies necessary for making effective decisions fast. Also addresses issues from the capture of facts to the delivery of information and decision support systems, including data quality, data warehousing, business intelligence success factors and impact on organizations, business performance management (dashboards and scorecards), multi-dimensional data analysis and online analytic processing, data visualization, and applications of Business Intelligence. Prerequisite(s): MBA 611, MBA 660, and some SQL query language.

MBA 667B. Data Warehousing. 3 Hours
This course will emphasize the purpose, design, implementation, and effective use of data warehouses and data warehousing technologies. Various schemas for the design of a data warehouse, modeling time in a data warehouse, data quality management for building a data warehouse from operational data stores and legacy applications, and technologies to populate and retrieve information from data warehouses will be covered. Related topics of data marts, analytical processing, data mining, and active data warehousing will also be addressed. MBA 664 is required unless student has database management coursework or relevant database management experience. Prerequisite(s): MBA 660, MBA 664.

MBA 668. Advanced Website Development. 3 Hours
This course covers issues involved in developing Web sites for business usage. Issues covered or investigated include: site layout, implementation and management, good site design practices, connecting Web sites to company data, and processing secure transactions across the Web. Prerequisite(s): HTML and a high-level programming language required or Instructor permission.

MBA 669. Special Topics in Management Information Systems. 3 Hours
Advanced and current topics in management information systems. Topics vary. Prerequisite(s): Permission of instructor.

MBA 670. Principles of Organizational Behavior. 1.5 Hour
An introduction to management topics conceptualized at the organization and subunit levels of analysis with primary focus on how organizations generate capacities for change in response to their environments. Emphasis on organizational design as a means of adaptation.

MBA 679. Special Topics in Management & Entrepreneurship. 1.5,3 Hours
Analysis and interpretation of research studies as applied to management and entrepreneurship. Coverage of issues such as leadership, interpersonal conflict resolution, competitive analysis, new venture issues, resistance to change, managerial development, organizational growth, effects of technology, and emergence of new control systems. Role playing, small group exercises and applications. Prerequisite(s): Permission of instructor.

MBA 680. Entrepreneurship & The Family Firm. 3 Hours
Covers phases in the life span of the owner-managed enterprise and ending with succession to a next generation of management through any of a variety of means. Major topic areas include startup issues, business planning, financing, marketing, managing the growing firm, and succession in a family business context. Prerequisite(s): Completion of all foundation courses.

MBA 682. New Venture Management. 3 Hours
Study of entrepreneurship and development of opportunities in new or renewed businesses. Focus is on identifying and analyzing business opportunities, locating and obtaining venture capital, developing a business plan, managing growth in the enterprise, and the decision-making, risk-taking, and leadership styles of entrepreneurs. Prerequisite(s): MBA 620A, MBA 620B and MBA 630.

MBA 695. Individual Research. 1-6 Hours
Individual research in subjects encompassed by the MBA curriculum under the guidance and direction of a faculty member. Research may be undertaken on completion of 12 hours of post-foundation coursework. A formal proposal must be completed and approved by the faculty advisor and the MBA Director prior to registration. Prerequisite(s): Permission of faculty advisor and MBA Director.

MBA 707. Critical Thinking: Role and Purpose for Accounting Professionals. 3 Hours
Critical thinking describes the process we use to discover our assumptions, research and validate those assumptions, and then make and communicate informed decisions based upon those researched assumptions. This class will explore such topics as: what is critical thinking, the importance of critical thinking across the disciplines, the basic protocols of critical thinking and reading and writing critically. An important focus of this course will be to demonstrate the importance and role that critical thinking plays in the work of professional accountants. Prerequisite(s): Officially accepted into the MPAcc program.

MBA 758. Principled Organization: Integrating Faith, Ethics & Work. 3 Hours
Students draw on our Catholic Social Teaching and Marianist Heritage to explore issues related to the role of business as a high calling, a critical profession for the good of society and its citizens. Besides the importance of contributing and acting ethically, we delve into the benefit of integrating these values with current issues in business and its relationship to society. To do so extensive conversations with active business people and reflections on relevance of ideas discussed to personal goals and beliefs are central to the course.

MBA 790. Managerial Economics. 1.5 Hour
Application of economic models to managerial decision making. Topics include basic estimation techniques, demand analysis and forecasting, production and cost estimation, profit maximization in competitive markets and in markets where firms have market power, and game theory basics with attention to strategic decision-making in oligopoly market and duopoly models. Prerequisite(s): MBA 640.

MBA 791. Business Analytics. 1.5 Hour
The role of Business Analytics in providing support for business decisions, particularly an overall framework for analyses involving mathematical models. Emphasis on optimization and descriptive modeling utilizing analysis techniques such as linear programming, integer and binary programming, and simulation modeling. Focus on the application of such techniques to business decisions with cases. Use of spreadsheets (e.g., Excel) to implement analytic models. Prerequisite(s): MBA 611.
MBA 792. Performance Measurement & Control Systems Perspective. 1.5 Hour
This course addresses the important cost management and measurement issues relevant to any organization. The competitive and rapidly changing environment faced by most organizations has rendered most traditional cost management, accounting control systems, and methods of performance measurement and analysis ineffective and in some cases even dysfunctional. Prerequisite(s): MBA 600A and MBA 601A.

MBA 793. Operational Effectiveness. 1.5 Hour
Operational effectiveness is a multidimensional concept that industry has approached in a variety of ways. This course focuses on the underlying principles that drive operational improvements. These principles are used as a basis to develop skills in identifying improvement opportunities, analytical tools to quantify the problem and solution set, and quantitative and policy approaches to maintaining performance once improved. Prerequisite(s): MBA 612.

MBA 794. Information Systems & Business Decisions. 1.5 Hour
Information is a key organizational asset. Information systems and technology are pervasive in organizations with the goal of enabling efficiency, effectiveness, and adaptability. Through the analysis of case studies, this course covers what general managers need to know: 1) to make decisions about information systems to achieve organizational goals and 2) to fulfill their role in managing information assets in organizations. It emphasizes the role of information and technology in organizational decision-making. Prerequisite(s): MBA 660.

MBA 795. Organizational Behavior. 1.5 Hour
The Organizational Behavior course focuses on what makes a workplace effective, efficient, positive, and pleasant. Topics covered include how people make decisions, how employees work together, and how employers can manage employees for maximum productivity. Students will learn about employee compensation and motivation, team dynamics, and what makes a good leader. Students will also learn how norms, values, incentives, and rewards shape behavior in organizations. The course also includes topics such as organizational behavior in the world of the internet, and how the globalization of business impacts communication within an organization. Organizational Behavior is interdisciplinary, involving the fields of psychology, sociology, gender studies, labor economics, business, human resources, management, and many others. As such, the course will study theories in many interdisciplinary fields. Ultimately, the course focuses on how managers become effective leaders by addressing the human side of enterprise. Prerequisite(s): MBA 670.

MBA 796. Corporate Finance. 1.5 Hour
Advanced discussion of financial markets, models, cost of capital computations, valuing real assets, capital budgeting, raising capital, incentives and corporate control, and risk management. Prerequisite(s): MBA 620.

MBA 797. Marketing Management. 1.5 Hour
Effective marketing is a customer-focused process that pervades an organization. This course focuses on strategic decision making and explores marketing opportunities through product development, pricing strategies, customer communications and channel management. Students learn how to assess business opportunities, research a market, segment markets, and position a firm’s offerings in order to create long-term customer and shareholder value. Prerequisite(s): MBA 630.

MBA 798. Business Strategy. 3 Hours
First of a two-course set of capstone integrative experiences which explores the process of creating, sustaining, and growing successful businesses in an era of change. The course deals with strategic decision making and stakeholder management related to competitive, economic, political, social, cultural, and technological environments in small, medium, and large companies in service and manufacturing settings. Prerequisite(s): MBA 790, MBA 791, MBA 792, MBA 793, MBA 794, MBA 795, MBA 796, MBA 797.

MBA 799. Integrative Project. 3 Hours
Second of the two-course set of capstone integrative experiences that explores the process of creating, sustaining, and growing successful businesses in an era of change. Students work in teams to analyze the strategic environment of a firm and develop a series of recommended actions. Students gain experience in working in a team environment in a non-academic setting, and experience the pressure of delivering a high-quality product to company leaders. The approach taken is tailored to the specific needs of the business as well as the talents of the particular student team. Prerequisite(s): MBA 798 and completion of all eight core courses.