

MASTER OF BUSINESS ADMINISTRATION

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Master of Business Administration

The MBA Program is a 30 semester credit hour program for the student with a recent undergraduate degree in business. For the student with a non-business degree, or who lacks coursework in key areas of undergraduate business study, foundation courses are required.

Eleven courses are required of all students consisting of eight Core courses (12 semester hours) and two Capstone courses (6 semester hours). The final required course is entitled "The Principled Organization Integrating Faith, Ethics and Work" (3 semester hours). Additionally, three Elective courses (9 semester hours) are required of all students. Three MBA Elective courses may be chosen in any area.

Foundation Courses

Students who need coursework in basic business knowledge and skills are required to take the appropriate course(s) from the following foundation courses. The Foundation courses consists of a variety of courses up to a maximum of 15 hours. All foundation courses are accelerated, half-semester courses.

A student applying to the MBA program may have foundation courses waived if appropriate undergraduate studies with earned grades of C or better have been completed within four years. Grades earned from undergraduate coursework will not be calculated in the cumulative MBA grade point average. However, grades earned from MBA foundation courses will be calculated into the cumulative MBA grade point average. When foundation courses are required, they must, when offered, be completed before proceeding to core, elective, or capstone courses. For information on appropriate undergraduate courses to waive foundation requirements, contact the MBA office.

Placement exams, which waive foundation courses, are also available to students who can demonstrate experience or knowledge in a particular area. All placement exams should be taken prior to the second term of enrollment, and are offered at no cost to the student. They can be scheduled by calling the MBA Office at (937) 229-3733.

Foundation Courses ¹

MBA 600A	Introduction to Financial Accounting	1.5
MBA 601A	Introduction to Managerial Accounting	1.5
MBA 611	Statistical Analysis for Business Decisions	1.5
MBA 612	Principles of Operations Management	1.5
MBA 620	Principles of Finance	3
MBA 630	Principles of Marketing	1.5
MBA 640	Principles of Economics	1.5
MBA 660	Information Technology & Systems	1.5

MBA 670	Principles of Organizational Behavior	1.5
Total Hours		15

¹ Foundation courses required by students without a recent undergraduate business degree.

Core Courses

MBA 790	Managerial Economics	1.5
MBA 791	Business Analytics	1.5
MBA 792	Performance Measurement & Control Systems Perspective	1.5
MBA 793	Operational Effectiveness	1.5
MBA 794	Information Systems & Business Decisions	1.5
MBA 795	Organizational Behavior	1.5
MBA 796	Corporate Finance	1.5
MBA 797	Marketing Management	1.5
Total Hours		12

Capstone Courses ¹

MBA 798	Business Strategy	3
MBA 799	Integrative Project	3
Total Hours		6

¹ The capstone sequence consists of two 3 credit hour required courses completed over two semesters.

Required Course

MBA 758	Principled Organization: Integrating Faith, Ethics & Work	3
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Electives ¹

MBA 602A	Information Assurance	9
MBA 602B	Fraud Examination	
MBA 603A	Advanced Financial Accounting	
MBA 604A	Taxes & Business Strategy	
MBA 604B	Advanced Issues in Accounting	
MBA 605A	Contemporary Issues in Accounting	
MBA 605B	International Accounting	
MBA 605C	International Accounting-IFRS Certificate and Research (UD Students Only)	
MBA 605D	International Accounting-IFRS Certificate and Research (Non UD Students Only)	
MBA 606A	Financial Statement/Risk Analysis	9
MBA 607A	Strategic Cost Management: A System's Approach	
MBA 608A	Accounting Information Systems	
MBA 609A	Special Topics in Accounting	
MBA 609B	Individual Research in Accounting	
MBA 615	Analytics: Processes and Applications	
MBA 616	Project Management for Professionals	
MBA 617	Business Process Improvements	
MBA 618	Operations Management Research Seminar	
MBA 619	Special Topics in Operations Management	
MBA 622	Advanced Corporate Finance	
MBA 623	Financial Statement Analysis	
MBA 624	Financial Modeling	
MBA 625	Investments	

MBA 626	International Financial Management
MBA 627	Financial Derivatives & Risk Management
MBA 628	Fixed Income Analysis
MBA 629	Special Topics in Finance
MBA 631	Digital Marketing: Management and Practice
MBA 632	Marketing Analytics
MBA 634	Consumer Behavior
MBA 635	Market Analysis & Research
MBA 638	Product Planning Development
MBA 639	Special Topics in Marketing
MBA 639A	Marketing Intelligence
MBA 652	Social Responsibility & Ethical Dimensions of Management
MBA 656	International Culture & Management (Study Abroad)
MBA 659	Special Topics: Organizations & Their Environments
MBA 661	E-Commerce
MBA 662A	Security Management for Informational Systems
MBA 662B	Telecommunications and Networking
MBA 662C	Internet Security
MBA 663	Management of Information Resources
MBA 664	Database Management
MBA 665	System Analysis & Design
MBA 667A	Advanced Business Intelligence
MBA 667B	Data Warehousing
MBA 668	Advanced Website Development
MBA 669	Special Topics in Management Information Systems
MBA 679	Special Topics in Management & Entrepreneurship
MBA 680	Entrepreneurship & The Family Firm
MBA 681	Negotiation
MBA 682	New Venture Management
MBA 695	Individual Research
MBA 707	Critical Thinking: Role and Purpose for Accounting Professionals

¹ Electives may be selected to obtain program breadth or depth in a particular area by choosing an optional concentration. The student may choose from among the MBA courses offered, or with approval by the MBA director, students may elect up to six semester hours of graduate courses from other programs at the University when these are appropriate to their education plans.

Certificate in Business Systems Analysis and Design (BAD)

The certificate in Systems Analysis and Design provides career-switching preparation for individuals interested in system analysis and design, but do not have the required undergraduate coursework. It also provides preparation for individuals whose expertise is in other areas (e.g. marketing, finance, accounting, health care, manufacturing, etc.) to become knowledgeable contributors to teams that are responsible for developing information systems to support their primary area of expertise.

MBA 664	Database Management	3
MBA 665	System Analysis & Design	3
MBA 616	Project Management for Professionals	3
or MBA 668	Advanced Website Development	
Total Hours ¹		9

¹ Nine credit hours do not include any prerequisites that must be satisfied for specific courses. Prerequisites that do not count toward the credits for the Certificate Program have equivalent courses offered at the undergraduate level. Transfer hours may be used toward such prerequisites but not toward any of the nine credit hours required for the Certificate Program.

Certificate in Business Intelligence (BIN)

The certificate in Business Intelligence (BIN) is intended for students interested in the organizational architecture for building information systems in support of decision making. Individuals with BI qualifications are in high demand for positions in large organizations such as dunnhumby (BI provider to Kroger and Home Depot among others), 5/3 Bank, GE Appliances, Teradata, Sogeti, and Reinsurance Group of America.

MBA 664	Database Management	3
MBA 667A	Advanced Business Intelligence	3
MBA 667B	Data Warehousing	3
Total Hours ¹		9

¹ Nine semester hours do not include any prerequisites that must be satisfied for specific courses. Prerequisites that do not count toward the credits for the Certificate Program have equivalent courses offered at the undergraduate level. Transfer hours may be used toward such prerequisites but not toward any of the nine credit hours required for the Certificate Program.

Certificate in Cyber-Security Management (CSM)

The focus of the coursework is on both management and technical aspects to secure computer information systems and networks. It also focuses on aspects of information warfare that may be relevant to Department of Defense and other government entities, although skill sets acquired in the program are also useful in private industry (in particular for entities who work in defense and government-related industries and as well banks and credit unions, among others).

MBA 662A	Security Management for Informational Systems	3
MBA 662B	Telecommunications and Networking	3
MBA 662C	Internet Security	3
Total Hours		9

Certificate in Project Management (PJM)

The certificate in Project Management will prepare students to be effective contributors and leaders in today's contemporary business world. Project-oriented work makes up the bulk of managerial activity in today's organizations with multi-dimensional and increasingly complex projects being the norm. This certificate program will be of interest/value to students and employees of all business functions as project

improvement initiatives are prevalent in all business disciplines (finance, accounting, marketing, operations, MIS, etc.).

MBA 616	Project Management for Professionals	3
MBA 695	Individual Research (Project Management Experiential Application)	3
MBA 617	Business Process Improvements	3
or MBA 665	System Analysis & Design	
Total Hours ¹		9

¹ Total credit hours do not include any prerequisites that must be satisfied for specific courses. Prerequisites have equivalent courses offered at the undergraduate level. Transfer hours may be used toward prerequisites but not toward any of the nine credit hours required for the Certificate Program.

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.

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 advanced financial accounting topics including consolidated financial statements and accounting for business combinations, multinational subsidiaries, and foreign currency transactions. A case based practical role play experience as an accountant and a case based analysis addressing fraud and the consequences of unethical behavior and the important role accountants play in protecting the public interest and serving society in general are integrated into the course. Prerequisite(s): ACC 306.

MBA 604A. Taxes & Business Strategy. 3 Hours

Primary emphasis is given to analyzing tax planning opportunities for individuals and businesses through the use of in-depth tax research projects. This course builds upon the Federal Income Taxation course to further develop tax policy considerations and discusses possible tax reform. The course provides an introduction to several advanced taxation topics including tax exemption organizations, state and local taxation, international taxation and estate and gift taxation. Prerequisite(s): ACC 305, ACC 420.

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 planning opportunities that businesses face. Prerequisite(s): ACC 420, 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.

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.

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 accountancy 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.

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 303 or MBA 792.

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. 1.5,3 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): 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 613. Supply Chain Analytics. 3 Hours

Overview of decision making in supply chain management. Problem solving steps and algorithms. Introduction to specialized data analytics software. Emphasis on predictive analytics. Prerequisite(s): MBA 612, MBA 791.

MBA 615. Analytics: Processes and Applications. 3 Hours

Main phases of the life-cycle of analytics, including information requirements determination, data acquisition, analysis with descriptive, predictive, and prescriptive models, visualization, analysis presentation, and delivery. Selected cases illustration use of various analytics methods to solve specific business problems. Prerequisite(s): MBA 791.

MBA 615A. Business Analytics - Processes and Techniques. 1.5 Hour

Survey of the main phases of the life-cycle of analytics, including information requirements determination, data acquisition, analysis with descriptive, predictive, and prescriptive models, visualization, analysis presentation, and delivery. Hands-on practice with creating visualization and dashboards, and with using data mining tools to analyze data. Prerequisite(s): MBA 611.

MBA 615B. Case Studies in Analytics. 1.5 Hour

Selected cases illustrating the use of various analytics methods in descriptive, predictive, and prescriptive analytics to solve specific business problems. Prerequisite(s): 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): MBA 611 and 612, or permission of instructor.

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. 1.5,3 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 631. Digital Marketing: Management and Practice. 3 Hours

This course provides an examination of the practice and management of digital marketing in the context of business strategy in the domestic and global marketplace. This class provides the theoretical understanding of the digital marketplace, while equipping students with practical skills, certifications, data, and strategies to lead an organization in a high growth and high change environment. Prerequisite(s): MBA 630.

MBA 632. Marketing Analytics. 3 Hours

Strategic and tactical decisions in marketing are increasingly data-driven. As data become easier to collect or produce, managers must understand how these data can be analyzed and the results made actionable. Marketing Analytics introduces students to common statistical analytical procedures for making marketing decisions. The class focuses on interpreting statistical output for effective decision-making and not the actual statistical calculations. The goal is for students to understand what data say about marketing strategy. Students will work with SPSS statistical software on common analytical procedures used in marketing including correlation analysis, regression, analysis of variance, and conjoint analysis. The course includes readings and cases to apply principles of analytics to decision making situations. Basic familiarity with business statistics helpful for this course. Prerequisite(s): MBA 611 (or equivalent), MBA 797, or permission of instructor.

MBA 633. 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 recommend 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 640. Principles of Economics. 1.5 Hour

Basic microeconomic principles and their applications. Topics include consumer behavior, production theory, and the interaction of buyers and sellers in various kinds of markets.

MBA 652. Social Responsibility & Ethical Dimensions of Management. 3 Hours

Study of ethical responsibility in the business setting. Topics include the relationship of management to society, ethical issues in management, the virtues of leaders, strategic management for social responsiveness, management styles in the global marketplace, and the stakeholder management concept. Prerequisite(s): MBA 670.

MBA 656. International Culture & Management (Study Abroad). 3 Hours

Study of international culture and business operations. 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 will be travel and other expenses. Locations, countries, and topics may vary. Prerequisite(s): Completion of all foundation courses or permission of Instructor.

MBA 659. Special Topics: Organizations & Their Environments. 3 Hours

Advanced and current topics in organizations and their environments. Topics vary. Prerequisite(s): Permission of instructor.

MBA 660. Information Technology & Systems. 1.5 Hour

An introduction to the basic technology underlying information systems and to the concepts and techniques needed to analyze, design, and manage those systems.

MBA 661. E-Commerce. 3 Hours

This course provides an understanding of the information technologies that enable business-to-business and business-to-consumer electronic commerce while focusing on the strategic, operational, management, and societal issues associated with such technology-based commerce. Business cases, experiential exercises, and guest speakers are utilized. Prerequisite(s): MBA 660.

MBA 662A. Security Management for Informational Systems. 3 Hours

Addresses issues relevant to creating and managing a systematic security process in organizations. Information security policy, assets, physical and logical information resource security, business continuity, and compliance with relevant security standards are covered. Prerequisite(s): MBA 660.

MBA 662B. Telecommunications and Networking. 3 Hours

Introduction to management of computer-based communication networks. Includes underlying concepts; basic hardware components and operating systems; network architectures and protocols; data integrity and security; message routing; network resource management. Prerequisite(s): MBA 660.

MBA 662C. Internet Security. 3 Hours

This course provides managers with an understanding of both defensive and offensive issues surrounding the security of computer-based information networks. The course includes instruction on theory about information security, psychological operations, hacking, viruses, and network systems management, and security for e-commerce on the Internet. Prerequisite(s): MBA 662B.

MBA 663. 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. Advanced 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 681. Negotiation. 3 Hours

MBA 681 is designed to improve your effectiveness in negotiating and handling conflicts. We will look at many types of negotiating contexts such as purchasing and sales, agents, partnerships, mergers, and acquisitions, as well as the negotiations involved in working within an organization. Broadly speaking, this course is designed to help you better understand the theory, processes, and practices of negotiations, conflict resolution, and relationship management so that you can be a more effective negotiator in a wide-variety of situations. If you take advantage of the opportunities that this course offers, you will be more productive in managing negotiations as well as in professional and personal relationships.

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 620 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

This course teaches the 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.