

# STILLMAN SCHOOL OF BUSINESS

## Jubilee Hall, 5th and 6th Floors

(973) 761-9222

business.shu.edu (<https://www.shu.edu/business/>)

**Dean:** Joyce A. Strawser, Ph.D.

**Associate Dean of Academics and Partnerships:** Wesley Pech, Ph.D.

**Associate Dean of Assessment and Engagement:** Leigh M. Onimus, M.B.A., J.D.

**Associate Dean of Student Success:** Mark D. Schild, M.B.A., CFP®

**Director of Graduate Admissions:** Gregory Davis, M.S.Ed.

**Director of Administrative Services:** Ann Szipszky, M.A.E.

## Mission Statement

*The mission of the Stillman School of Business is to enrich each student's life through an ethics-centered education focusing on transforming concepts into business practice.*

## Programs of Study

Seton Hall University's Stillman School of Business, established in 1950, provides professional education geared toward the complex practical needs of business leaders. The Stillman School maintains professional accreditation from the Association to Advance Collegiate Schools of Business International (AACSB). Seton Hall was the first private university in the state of New Jersey to have earned this distinction, which recognizes that its business programs meet the highest academic and professional standards.

The Stillman School offers a Master of Business Administration (M.B.A.), as well as Master of Science (M.S.) degrees in Accounting, Business Analytics, Financial Technology and Analytics, and Professional Accounting.

Dual-degree offerings include:

- the B.A. or B.S./M.B.A. (for non-business majors),
- the B.S.B. or B.A.B.A./M.B.A. (for business majors),
- the B.S.B. or B.A.B.A./M.S. in Business Analytics (for business majors),
- the B.S.B. or B.A.B.A./M.S. in Financial Technology and Analytics (for business majors),
- the B.A. or B.S./M.S. in Financial Technology and Analytics (for non-business majors), and
- the B.A./M.S. in Business Analytics (for history majors).

Accounting students in the Stillman School's B.S. in Business Administration program are eligible to apply to the combined B.S./M.S. in Professional Accounting program.

Joint-degree offerings include:

- the M.B.A./J.D.,
- M.B.A./M.A.D.I.R.,
- M.B.A./M.D., and
- M.B.A./M.S.N. in Health Systems Administration.

The school offers certificates in several business discipline areas. These include the Certificate in Accounting, Certificate of Advanced Study,

Certificate in Business Analytics, Certificate in Entrepreneurial Studies, Certificate in Finance, Certificate in Graduate Business, Certificate in Graduate Taxation, Certificate in Market Research and Certificate in Supply Chain Management. Undergraduate degree programs are also available.

To support and enhance its academic programs, the Stillman School has established the Division of Teaching, Research and Learning, the Center for Sport Management, the Institute for International Business, the Market Research Center, the Center of Innovation and Entrepreneurship and the Center for Securities Trading and Business Analytics.

The University's Teaching Learning and Technology Center (TLTC), encourages and supports information technology literacy and application, and provides technology support services. All business students should maintain Seton Hall University email accounts in order to keep abreast of current University activities.

## Graduate Business Departments, Centers and Institutes

### Department of Accounting and Taxation

**Faculty:** Chen; DiMeglio; Fried; Gelb; Henry; Holtzman (*Chair*); Neumark; Previti; Strawser

### Department of Computing and Decision Sciences

**Faculty:** Jones; Orenstein; Ramnarayanan; Rosenberg; Rosenthal; Shim (*Chair*); Shokoohyar; Sorochuk; Viswanathan; Weitz; Wilamowsky

### Department of Economics and Legal Studies

**Faculty:** Amoroso; Bataille; Grecu; Kant; Rotthoff; Santangelo; Shannon; Suarez Rocabado; Zanzalari

### Department of Finance

**Faculty:** Droussiotis; Garcia; Itzkowitz; Lowe; Schild; Tang (*Chair*); Xie; Xu; Yönaç

### Department of Management

**Faculty:** Alexander (*Chair*); Amar; Dahan; Forti; Grantham; Keating; McCarthy; McCrea; Scherreik

### Department of Marketing

**Faculty:** Beiter; Kritiz; Ladik (*Chair*); Lozada-Vega; Pirog; Surface; Warner

### Center of Innovation and Entrepreneurship

**Director:** Susan Scherreik, M.B.A.  
Susan.Scherreik-Hynes@shu.edu (Susan.Scherreik-Hynes@shu.edu)

### Center for Securities Trading and Business Analytics

**Director:** Mark Schild, M.B.A.  
Mark.Schild@shu.edu

### Center for Sport Management

**Director:** Charles Grantham, M.B.A.  
Charles.Grantham@shu.edu

### Division of Teaching, Research and Learning

**Director:** Elizabeth McCrea, Ph.D.  
Elizabeth.McCrea@shu.edu

### Institute for International Business

**Director:** Héctor R. Lozada, Ph.D.  
Hector.Lozada-Vega@shu.edu

### Market Research Center

**Director:** Adam Warner, M.B.A.  
Adam.Warner@shu.edu (Adam.Warner@shu.edu)

**The Seton Hall Sports Poll Conducted by The Sharkey Institute**  
**Poll Methodologist:** Daniel Ladik, Ph.D.  
Daniel.Ladik@shu.edu

## Finance Honor Society

The Stillman School's Finance Honor Society formally recognizes students who consistently achieve academic excellence and who contribute to community development through their active involvement in finance-related campus activities. The criteria for induction are:

1. overall GPA of at least 3.50;
2. Completion of at least six credit hours of finance courses with a grade no lower than a B;
3. GPA of at least 3.50 in all completed and approved finance courses;
4. Active involvement in finance-related campus activities, such as the Finance Club and the Investment Club, the Stillman Exchange, the CFA Institute Research Challenge, or graduate research assistance.

## Graduate Business Programs

### General Academic and Professional Objectives

Organizational success depends upon people who deeply understand current practices and interdisciplinary business issues and possess strong leadership, management, decision-making and communication skills.

The Master of Business Administration (M.B.A.) and Master of Science (M.S.) programs serve the needs of their respective constituencies in a variety of ways. Both the M.B.A. and M.S. degrees incorporate practical responses to the rapidly changing business environment including, but not limited to, the effects of technology, diversity and globalization. The M.B.A. provides the comprehensive and broad-based management skills and knowledge required of today's business leaders in all fields. Each M.S. program focuses on one specific field, providing managers with updated skills and information in their respective areas.

### Convenience of Graduate Course Offerings

Coursework in the M.B.A. and M.S. programs is geared in content and format to professionals employed full-time. Most upper-level classes meet one evening per week starting at 6:30 p.m. or later. For added convenience, a number of courses are offered in online or hybrid formats.

### Graduate Business Program Admission Requirements

The Stillman School welcomes applicants from business and non-business undergraduate majors and provides candidates with the flexibility to demonstrate their potential for success through a variety of admission options. The Graduate Admissions Committee performs a holistic review by carefully analyzing the applicant's academic records, performance on a graduate-level standardized admission test (e.g., GMAT/GRE/LSAT), personal statement, academic or professional recommendation(s) and work experience in making its admission recommendations.

The Committee may grant a waiver of the requirement to take a graduate-level standardized admission test for applicants who possess:

- An undergraduate GPA of 3.4 or higher;
- A U.S.-recognized professional certification, such as the CPA or CFA;

- A graduate degree from an accredited academic institution; or
- Five or more years of significant managerial, professional, quantitative or entrepreneurial work experience (i.e., Alternate Route Admission).

Additional admission paths are available to students who choose to begin their studies on a non-matriculated basis and demonstrate their success in completing relevant graduate business coursework. Applicants may contact the Stillman School's Office of Graduate Admissions at (973) 761-9262 for specific information on these options.

Although graduate applications are considered on a rolling basis, the priority application deadlines are May 31 (Fall), October 31 (Spring) and March 31 (Summer).

You can find information pertaining to GMAT dates and locations at [www.gmat.com](http://www.gmat.com) ([https://www.mba.com/exams/gmat-exam/?utm\\_source=GMACDomain&utm\\_medium=Redirect&utm\\_campaign=GMAT\\_domain](https://www.mba.com/exams/gmat-exam/?utm_source=GMACDomain&utm_medium=Redirect&utm_campaign=GMAT_domain)). Another excellent source for that information (and taking "practice tests") is [www.mba.com](http://www.mba.com) (<https://www.mba.com/>).

### Graduate Business Program Application Procedure

The Stillman School utilizes a self-managed application packet that affords the student the opportunity to send all required materials together, or individually as they are acquired. Our online application system allows you to upload your résumé and personal statements with your electronic application. We must receive the following before formally reviewing your application:

- Stillman School application form;
- official transcript from each college and university attended for credit toward all previous degrees;
- official GMAT/GRE/LSAT score (if applicable);
- official TOEFL score or IELTS (international applicants only);
- written 250-500 word personal statement;
- résumé;
- one professional or academic recommendation (three for sport management and Alternate Route applicants);
- copies of relevant professional certificates and licenses;
- full application fee; and
- for international applicants, an official course-by-course evaluation of all transcripts from institutions not accredited in the United States or Canada, as described below under "International Applicants."

Students applying to our joint degree programs- M.B.A./M.S.N. with the College of Nursing, or the M.B.A./M.A.D.I.R. with the School of Diplomacy and International Relations - are required to fill out a separate application for each school/college. Candidates applying to the M.B.A./J.D. must submit LSAT scores to Seton Hall Law School and official transcripts to both units. The candidate must meet the admissions standards and be accepted by each school in order to enter the joint program. All joint program applications are subject to the same deadlines as the other graduate business programs offered by the Stillman School.

Students applying to any certificate program offered by the Stillman School of Business must submit a completed application form, official transcripts from all colleges attended, a professional résumé and the full application fee.

Individual programs reserve the right to require additional information or requisites pertinent to their specific areas. To apply, please access

the online application (<https://www.shu.edu/business/graduate-applying.html>).

## International Applicants

International applicants must hold an undergraduate degree that represents the equivalent of four years of undergraduate study in the United States. Transcripts from institutions not accredited in the United States or Canada must be evaluated by one of the organizations on the NACES website.

All evaluations must be course-by-course evaluations, as confirmation of course level and degree equivalency. We will not consider applications submitted without credential evaluations for admission or transfer credit evaluation. Applicants are responsible for all costs associated with credential evaluations.

In addition to satisfying all the academic criteria for regular admission, international applicants must also meet the standards enforced by the Office of International Programs to be granted an F-1 student visa from Seton Hall University. International applicants must submit additional documentation along with their M.B.A. or M.S. applications. For specific requirements, please consult the website of the University's Office of International Programs (<https://www.shu.edu/international-programs/>).

## Study as a Non-matriculated Student

Students may begin their graduate studies at the Stillman School on a non-matriculated basis. Any student holding a 4- year undergraduate degree from an accredited college or university may take up to a maximum of 12 credits within 12 months (no more than 6 credits per semester) in any of our graduate programs. Please consult the Office of Graduate Admissions for procedures and policies relating to study as a non-matriculated student.

## Academic Information

### Academic Standing

In order to be certified for graduation, students must have a cumulative GPA of 3.0. A student whose GPA falls below 3.0 will be placed on probation. Each student's academic progress will be reviewed after the completion of 12 additional credits. At that time, if the student's GPA does not meet the 3.0 requirement, the student will be subject to dismissal from the program.

### Leave of Absence

Students unable to register for a regular semester because of illness, extraordinary job requirements, military service or other reasons may be granted a leave of absence without penalty. A leave of absence is ordinarily limited to one year. Requests for a leave of absence must be made in writing to the Stillman School's Associate Dean of Academic Services. Students who have been granted such leave must apply for reactivation no later than eight weeks prior to the start of the semester in which they plan to return.

To activate an application that has expired or to continue taking classes after a leave of absence longer than one year, a student must contact the Office of Graduate Admissions and submit the following documents: a new letter of recommendation, an updated professional résumé, a new application form and a reapplication fee.

### Advanced Standing

Graduate credits earned in an AACSB-accredited business program within the last five years may be accepted in partial satisfaction of degree

requirements by the Stillman School. A maximum of 6 credits may be accepted (9 for the M.B.A.) when the grade earned is "B" or higher and the course has not been applied to a prior degree. Students requesting transfer credits should write to the Stillman School's Associate Dean of Academics and Partnerships. Evaluations and transfer of credits are made on the basis of specific courses having substantial similarity of content to courses offered in the respective graduate program. For the M.B.A., all students must complete at least 30 credit hours of coursework at the Stillman School.

## Visiting Students

Graduate students in good standing at other universities may be granted permission to register for up to 12 credits at the Stillman School by submitting a letter of authorization from the dean of the graduate school in which they are enrolled and by filing a non-matriculated student application. No visiting student may register for any graduate course in the Stillman School without the approval of the respective program director. For more information regarding this procedure, contact the Office of Graduate Admissions at (973) 761-9262.

## Time Limit

Candidates for the degree of Master of Business Administration or Master of Science are expected to fulfill all requirements for the degree within five years after they have commenced their studies. Official leaves of absence may be granted by the Associate Dean of Academics and Partnerships, and such absences may extend the completion time of the degree to six years.

## Graduate Assistantships

The Stillman School awards graduate assistantships (<https://www.shu.edu/graduate-affairs/graduate-assistantships.html>) each semester to a number of accepted full-time students exhibiting high academic and professional potential. Graduate assistants are assigned a maximum of 20 hours of work per week in support of faculty research and administrative functions. The award consists of a two-semester, renewable appointment with a stipend of \$450 per month and remission of tuition for a maximum of 12 credits per Fall and Spring semesters at the graduate business rate.

Applications for these assistantships must be made online (<https://www.shu.edu/graduate-affairs/graduate-assistantships.html>) by the following priority deadlines:

- Fall Semester - May 31
- Spring Semester - October 31
- Summer Semester - March 31

## Seminar for International Students

The Graduate Seminar for International Business Students (BMBA 8500 Seminar for International Stu) is a professional development program designed and required for entering first-year international students. The program is a degree requirement for the M.B.A. and M.S. programs for international students. Moreover, to be eligible to receive a GA/RA position or to apply for an academic internship, all first-year international graduate business students must participate in **every course meeting** during the first-year of study. Students who do not successfully complete the Graduate Seminar for International Business Students may not register for subsequent semesters.

## Degree Programs

- M.S. in Accounting (<http://catalogue.shu.edu/graduate/stillman-school-business/accounting-ms/>)
- M.S. in Business Analytics (<http://catalogue.shu.edu/graduate/stillman-school-business/business-analytics-ms/>)
- M.S. in Financial Technology and Analytics (<http://catalogue.shu.edu/graduate/stillman-school-business/financial-technology-analytics-ms/>)
- M.S. in Professional Accounting (<http://catalogue.shu.edu/graduate/stillman-school-business/professional-accounting-ms/>)
- Master of Business Administration (<http://catalogue.shu.edu/graduate/stillman-school-business/master-business-administration/>)

## Accelerated and Dual Degree

- Accounting Major Dual Degree B.S.B./M.S.P.A. (<http://catalogue.shu.edu/graduate/stillman-school-business/accounting-major-bsb-mspa/>)
- Business Major Dual Degree B.S.B. or B.A.B.A./M.B.A. (<http://catalogue.shu.edu/graduate/stillman-school-business/business-major-bsb-baba-mba/>)
- Health Systems Administration Major M.B.A./M.S.N. (<http://catalogue.shu.edu/graduate/stillman-school-business/health-systems-administration-mba-msn/>)
- M.B.A./J.D. Joint Degree (<http://catalogue.shu.edu/graduate/stillman-school-business/mba-jd-joint-degree/>)
- M.B.A./M.A.D.I.R. Joint Degree (<http://catalogue.shu.edu/graduate/stillman-school-business/mba-madir-joint-degree/>)
- M.B.A./M.D. Joint Degree (<http://catalogue.shu.edu/graduate/stillman-school-business/mba-md-joint-degree/>)
- Non-Business Major Dual Degree B.A. or B.S./M.B.A. (<http://catalogue.shu.edu/graduate/stillman-school-business/non-business-major-ba-bs-mba/>)

## Certificate

- Accounting Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/accounting-certificate/>)
- Advanced Study Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/advanced-study-certificate/>)
- Business Analytics Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/business-analytics-certificate/>)
- Entrepreneurial Studies Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/entrepreneurial-studies-certificate/>)
- Finance Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/finance-certificate/>)
- Graduate Business Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/graduate-business-certificate/>)
- Graduate Taxation Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/graduate-taxation-certificate/>)
- Market Research Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/market-research-certificate/>)
- Stillman Business Review and Update Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/stillman-business-review-update-certificate/>)

- Supply Chain Management Certificate (<http://catalogue.shu.edu/graduate/stillman-school-business/supply-chain-management-certificate/>)

**Note to Students:** The following listing represents those courses that are in the active rotation for each department, i.e., have been offered in the past five years. Some departments have additional courses offered more rarely but still available – to find the complete list of all official courses for a department, please use the “Course Catalogue Search” function in Self-Service Banner.

## Course Descriptions

*Course descriptions provide information on offerings for the current academic year. All courses are run subject to enrollment and faculty deployment within each department.*

### BACC 6101 Essentials of Accounting (3 Credits)

An overview of Financial and Managerial Accounting. Students will obtain an understanding of the financial statements, the accounting cycle and basic Managerial Accounting concepts. This content of this course is equivalent to BMBA 8008. However, students that register for this course receive a letter grade and earn 3 graduate credits.

### BACC 6102 Managerial Accounting (3 Credits)

Use of accounting as a management tool. Development of an understanding of manufacturing accounting control systems. Use of business data for financial planning and decision making. Prerequisite: BACC 6101. Suspended. 3 credits

### BACC 7100 Financial Reporting (6 Credits)

Comprehensive overview of generally accepted accounting principles. Financial statements for going concerns: measurement, recognition and disclosure requirements of financial reporting.

### BACC 7101 Financial Statement Analysis (3 Credits)

The objective of this course is to provide students with the skills necessary for analyzing financial statements. Topics covered include ratio analysis, cash flows, inventories and offbalance sheet activities. Valuation models, including assetbased as well as discounted cash flow models, are also discussed. Special emphasis is placed on the effect of accounting principles on the reported results of operations, cash flows and ratios.

### BACC 7112 Accounting Theory II (3 Credits)

Comprehensive overview of generally accepted accounting principles. Financial statements for going concerns: measurement, recognition and disclosure requirements of financial reporting. Prerequisite for BACC 7112: BACC 7111 with a grade of C- or better. Offered: Fall, Spring. Prerequisites: BACC 7111

### BACC 7114 Cost Accounting (3 Credits)

Cost systems used in business organizations. Valuation of assets and distribution costs, effective methods of cost analysis and control. Standard costs.

### BACC 7117 International Accounting (3 Credits)

Diverse accounting practices employed by different countries, their causes - rooted in custom, law, tax practices and economics - and their effect on the interpretation of financial statements. Problems of consolidation. Role of accounting in controlled economies.

### BACC 7120 Special Topic for CPA Review (3 Credits)

This course will cover various accounting topics that are tested on the Financial Reporting and Regulation sections of the AICPA Uniform CPA Exam. Lectures and reading material are designed to focus on the topics as they are presented on the CPA Exam. 3 credits



**BACC 7121 Federal Income Taxation of Individuals (3 Credits)****BACC 7122 Federal Income Taxation of Business (3 Credits)**

Case study of federal income tax legislation with special attention to preparation of corporate returns.

**BACC 7123 Auditing Standards and Problems (3 Credits)**

Case study of effective auditing procedures. Detection of fraud by analysis of accounts. Current finds of the American Institute of Certified Public Accountants and the Securities and Exchange Commission.

**Prerequisites:** BACC 7112 or BACC 7100 or BACC 3111

**BACC 7124 Comprehensive Acct Probs (3 Credits)**

Accounting changes and error analysis, cash flow, leases, pensions, foreign currency translation, fund accounting, ethics in accounting and other current topics.

**Prerequisites:** BACC 7112

**BACC 7125 Advanced Acct Theory (3 Credits)**

Partnership formation and liquidation problems, consolidated corporate financial statements, accounting for fiduciaries and reporting to the Securities and Exchange Commission. Opinions of the Accounting Principles Board, the Financial Accounting Standards Board and other significant pronouncements on accounting principles.

**Prerequisites:** BACC 7112

**BACC 7126 Enterprise-Wide Accounting Information Systems I (3 Credits)**

The course is designed to provide an understanding of accounting information and information technology in the operational and strategic decision-making of the firm. Relational databases, data modeling, SQL and web application development are covered in significant detail. Students will become familiar with several organizational transaction processing subsystems. Students will develop an understanding of internal controls and the impact of information systems on managerial decisions and organizational performance.

**Prerequisites:** BACC 7100 or BMBA 9112

**BACC 7127 Enterprise- Wide Accounting Information Systems II (3 Credits)**

This course will provide participants with a clear understanding of enterprise applications like accounting, materials management, sales and distribution, materials requirement planning and process manufacturing. Each of these applications will be covered through the use of the SAP enterprise systems. In addition, the course will cover security, auditing, evaluation and implementation as applied to information systems.

**BACC 7128 Advanced Accounting (3 Credits)**

Course focuses on accounting for investments, including business combinations, and foreign currency accounting. Foreign currency financial statements, segment reporting and other advanced accounting topics are covered as well.

**Prerequisites:** (BACC 7112 or BACC 7100) or (BACC 3111)

**BACC 7132 Governmental Accounting (2 Credits)**

This course is an introduction to accounting for governmental organizations. The main focus of the course is on the development of a thorough understanding of the standards which govern the accounting and reporting for these organizations and on the structure of the financial statements themselves. (Credit will not be given for both this course and BACC 7133.)

**BACC 7133 Governmental and Not-for-Profit (3 Credits)**

This course is an introduction to accounting for governmental and not-for-profit organizations. The main focus of the course is on the development of a thorough understanding of the standards which govern the accounting and reporting for these organizations and on the structure of the financial statements themselves. (Credit will not be given for both this course and BACC 7132.)

**BACC 7135 Essentials of Federal Taxation (3 Credits)**

This course provides students with an overview and basic understanding of the federal income tax structure with respect to individuals, as well as corporations, partnerships, estates, and trusts domiciled or engaging in business in the United States. The course is an introduction to the basic concepts of federal income taxation with particular emphasis on the concepts of gross income, deductions, exemptions, basis, recognition of gains and losses, and accounting methods and periods. Additional topics addressed include the formation, operation, and liquidation of business enterprises. Federal transfer taxes will also be explored. Offered: Spring. 3

**BACC 7136 Big Data, Analytics and Business Impact (3 Credits)**

This course explores the exponential growth in complex data and information created by business and society. Big Data has become so valuable that the World Economic Forum deemed it a new class of economic asset, like oil. Students will study various applications and analytical tools used to derive insight from big data, and how experts in accounting, finance, and operations utilize big data applications to manage reporting, risk management, and compliance. Students learn how different industries leverage the data to impact the bottom line and create competitive advantage.

**Prerequisites:** BMBA 9111 or BQUA 2811

**BACC 7140 Healthcare Cost Management (3 Credits)**

The course seeks to study cost management in the context of the healthcare industry. The course will teach how cost and managerial accounting techniques may be used to facilitate the development and implementation of business strategies in the context of the needs of the healthcare industry. The course will use a combination of lectures and case studies.

**Prerequisites:** BACC 6101 or BMBA 9103

**BACC 7150 Internal Auditing (3 Credits)**

Conceptual frameworks, professional standards and practices that define the roles and responsibilities of the internal auditor. Emphasis on risk identification and management, business process improvement, and internal audit planning. . Prerequisites: BACC2104, BMB9453, or equivalent

**BACC 7190 Accounting Internship I (3 Credits)**

Prerequisite: permission of accounting chair or program director. May not be taken by students in the M.S. in Accounting program.

**BACC 7191 Accounting Internship II (3 Credits)**

Prerequisite: permission of accounting chair or program director. May not be taken by students in the M.S. in Accounting program.

**BACC 7192 Accounting Internship (1 Credit)**

A field-based opportunity to apply accounting knowledge in a real world environment and to build professional skills. This course is specifically designed to allow students enrolled in the course to engage in off-campus internships. Prerequisite: permission of accounting chair.

**BACC 7197 Directed Research-Accounting (1 Credit)**

Individual research in the area of accounting independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 1 credit

**BACC 7198 Directed Research-Accounting (2 Credits)**

Individual research in the area of accounting independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 2 credits

**BACC 7199 Directed Research-Accounting (3 Credits)**

Individual research in the area of accounting independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 3 credits

**BACC 7200 Tax Lab (3 Credits)****BACC 7210 Forensic Accounting (3 Credits)**

Students will learn the twin towers of forensic accounting - litigation support and investigative auditing - through classroom lecture and discussion, case studies and stories about the latest financial crimes and schemes, and guest speakers' experiences in this rapidly developing field. We will discuss how the application of internal controls can deter people from committing fraud. Examine the fraud triangle (the pressures, opportunities, and rationalizations) of occupational and management fraud. This, in turn, can proactively deter theft, concealment and conversion. Review how allegations of fraud should be investigated, evidenced, and resolved.

**BACC 8001 Financial Accounting Seminar (3 Credits)**

A capstone accounting course designed to see how students handle somewhat ambiguous accounting problems. The course is largely a case-study course with students expected to do significant accounting research with many written reports.

**BFIN 6203 Corp Financial Management (3 Credits)**

An overview of basic financial principles guiding decision-makers in a corporate setting based on an advancement of the principles covered in BMBA 9101. Topics include cash flow analysis, time value of money, security pricing, capital budgeting, firm cost of capital and capital structure. Suspended. 3 credits

**BFIN 7046 Deep Learning (3 Credits)****BFIN 7111 Financial Planning and Risk (3 Credits)****BFIN 7112 Wealth Mgmt - Investment Tax (3 Credits)****BFIN 7113 Retirement - Estate Planning (3 Credits)****BFIN 7114 Financial Plan Management (3 Credits)**

**Prerequisites:** BFIN 7111 and BFIN 7112 and BFIN 7113

**BFIN 7211 Working Capital Management (3 Credits)**

**Prerequisites:** BMBA 9101 and BMBA 9102 and BMBA 9103 and BMBA 9104

**BFIN 7215 Capital and Money Markets (3 Credits)**

Structure and functions of the capital and money markets. Effect on those markets of monetary and fiscal policies of the federal government; relation of these markets to the level of general business activity. Offered: Summer.

**Prerequisites:** BMBA 9113 or BMBA 9460

**BFIN 7216 International Finance (3 Credits)**

Analysis of the problems, techniques and policies of financial decision making in a global enterprise. Emphasis is placed on how to utilize various tools, including currency options and swaps, to manage the firm's exposure to foreign exchange risk. Also explores the problems and issues of multinational capital budgeting, balance of payments, protectionism and international competitiveness. Offered: Fall, Spring.

**Prerequisites:** BMBA 9460

**BFIN 7219 Security Analysis (3 Credits)**

Analysis, valuation and trading of stocks and bonds, asset pricing theories and portfolio management and evaluation, with emphasis on developing essential analytical skills for investment decisions. Introductions to derivatives will also be covered. Offered: Fall, Spring.  
**Prerequisites:** BMBA 9460

**BFIN 7221 Risk Management (3 Credits)**

Interpretation of individual and business risks. Applications of exchange-traded and over-the-counter derivatives products to reduce interest rate, stock market and foreign exchange risks. Offered: Irregularly.

**Prerequisites:** BMBA 9101 and BMBA 9102 and BMBA 9103 and BMBA 9104

**BFIN 7225 Mergers and Acquisitions (3 Credits)**

Financial aspects of mergers and acquisitions. Development of a sound business and financial rationale for growth through acquisition; establishing the purchase price; measuring the financial impacts imposed by accounting, tax and legal considerations; developing a program to integrate the acquired business successfully. Offered: Irregularly.

**Prerequisites:** BMBA 9455 and BMBA 9458 and BMBA 9460 (may be taken concurrently)

**BFIN 7228 Real Estate Finance (3 Credits)**

Examination of residential and commercial real estate, including property valuation, mortgages, and financing arrangements. Offered: Spring.

**Prerequisites:** BMBA 9455 and BMBA 9458 and BMBA 9460

**BFIN 7230 Portfolio Analysis (3 Credits)**

Analysis of risk and return characteristics of securities and security market behavior based on mean-variance analysis and optimal portfolio diversification. Special attention given to building optimal portfolios and testing their performance against a broad market index. Offered: Fall

**Prerequisites:** BMBA 9455 and BMBA 9458 and BMBA 9460 (may be taken concurrently)

**BFIN 7231 Futures, Options and Swaps (3 Credits)**

A comprehensive overview of fundamental concepts and analytics associated with the derivatives markets. Topics include the basic characteristics of derivatives; the fundamentals of securities traded in derivatives markets; and appropriate trading strategies. Offered: Fall, Spring.

**Prerequisites:** BMBA 9455 and BMBA 9458 and BMBA 9460

**BFIN 7236 Corporate Finance (3 Credits)**

Analysis of corporate finance theory and development of analytical tools, including capital budgeting, capital structure decisions, project financing and valuing real options. Offered: Fall, Spring.

**Prerequisites:** BMBA 9460 and BMBA 9458

**BFIN 7238 Securities Regulation (3 Credits)**

Examination of the Securities Act of 1933 and the Securities Exchange Act of 1934 and their impacts on the management of corporations. Examination of the Investor Protection Act of 1970 and other relevant securities acts. Considers SEC practices, insider trading, and investor protections. Offered: Irregularly.

**Prerequisites:** BMBA 9101 and BMBA 9102 and BMBA 9103 and BMBA 9104

**BFIN 7244 Corporate Governance (3 Credits)**

Relationship among various participants, primarily shareholders, management, and the board of directors, in directing corporate strategy, behavior, and performance. Topics addressed include ethical, financial, legal, and reporting responsibilities as well as recent regulatory and statutory developments. Offered: Irregularly.

**Prerequisites:** BMBA 9101 and BMBA 9102 and BMBA 9103 and BMBA 9104

**BFIN 7245 Fixed Income Analysis (3 Credits)**

Analysis and valuation of fixed income securities and markets, including Treasuries, corporate bonds, mortgagebacked securities and fixed income derivatives. Understanding of bond pricing, yields, volatility, term structure and the management of interest rate risk and credit risk in fixed income portfolios. Offered: Irregularly.

**Prerequisites:** BMBA 9113 or BMBA 9460

**BFIN 7246 Doing Business in Bermuda (2 Credits)**

This course will examine the advantages and disadvantages of situating corporate headquarters in an off-shore location. Integration of multiple disciplines including: international banking and financial standards, global risk management and insurance, international legal and jurisdictional considerations, and global strategic management and decision making. Particular emphasis will be placed on the topics of risk management and insurance due to the numerous insurance companies located in the region. Students will visit corporate headquarters of Bermuda-based institutions and interact on a professional level. 2 credits

**BFIN 7247 Valuation (3 Credits)**

This course is intended to provide students with a practitioner's perspective on equity investing and the implementation of investment ideas (portfolio management). The coursework will integrate and apply students' prior study of finance and accounting with a focus on real-world application. By the conclusion of the course, students should be able to fully research and develop informed opinions about prospective equity investments, both in isolation and as a part of a portfolio. 3 credits

**Prerequisites:** BMBA 9101 and BMBA 9102 and BMBA 9103 and BMBA 9104

**BFIN 7255 Financial Modeling (3 Credits)**

Application of spreadsheet-based financial models over a wide range of topics, including portfolio optimization, risk assessment, bond valuation, and Value-at-Risk. Offered: Fall and Spring.

**Prerequisites:** BMBA 9460

**BFIN 7260 Financ Tech & Artificial Intel (3 Credits)**

This course is designed to explore the intersection of finance and technology with an emphasis on recent development of artificial intelligence. It will introduce various aspects of financial technology, including blockchain, artificial intelligence, machine learning, robot advising, and big data. Students will learn about the impact of technology on financial markets, investment management, risk management, corporate finance, and banking.

**BFIN 7261 Financial Software Skill (3 Credits)**

This course aims to provide students with comprehensive skills to use various software programs that are in high demand in the financial industry, including analytical, business intelligence, financial modeling, database, development, application programming interfaces (APIs), cloud computing, data privacy, cybersecurity, and other software. The course will cover the latest trends, innovations, and challenges related to software and how they are shaping the future of finance. Moreover, students will gain practical experience in using these tools and techniques to solve real-world financial problems. Prior knowledge of financial, mathematical, statistical, and programming tools is necessary.

**BFIN 7262 Machine Learning and Fin Analy (3 Credits)**

This course provides an introduction to Machine Learning and Financial Analytics, including the basics of financial statements and ratios, financial markets and securities, financial data types and formats, machine learning concepts and terminology, types of machine learning algorithms, and programming languages and libraries. The course will also cover advanced topics such as predictive analytics for financial markets, sentiment analysis for financial news, fraud detection and prevention, risk assessment and management, and algorithmic trading and portfolio management.

**BFIN 7263 Algorithmic Trading (3 Credits)**

This course provides an in-depth understanding of algorithmic trading and the application of robotics in finance. The course covers the fundamentals of algorithmic trading and provides hands-on experience in developing trading strategies. Students will also explore the use of robotics in trading and the ethical implications of automation in finance.

**BFIN 7264 Blockchain fr Fin & Crypto Ast (3 Credits)**

Blockchain technology has revolutionized the way financial transactions are carried out by offering a decentralized and transparent ledger to track financial transactions. This course provides an in-depth understanding of the underlying principles of blockchain technology, its applications in the financial industry, and the use of cryptocurrency assets. The course will cover the theoretical foundations of blockchain, distributed ledger technology, and the basics of cryptography. The course will also examine various blockchain use cases, such as smart contracts, decentralized finance (DeFi), tokenization, initial coin offerings (ICOs), and security token offerings (STOs). Furthermore, from the perspective of crypto asset investors, the course studies risks and returns of cryptocurrencies and discusses crypto portfolio construction, asset selection, and market evaluation. Additionally, the course will explore the regulatory and legal aspects of blockchain technology and cryptocurrency assets.

**BFIN 7295 Directed Research/ Finance (1 Credit)**

Individual research in the area of finance independent of a formal course structure. Prerequisite: permission of supervising faculty member prior to registration. Offered: Fall, Spring, Summer.

**Prerequisites:** BMBA 9460 or BMBA 9113

**BFIN 7296 Directed Research/ Finance (2 Credits)**

Individual research in the area of finance independent of a formal course structure. Prerequisite: permission of supervising faculty member prior to registration. Offered: Fall, Spring, Summer.

**Prerequisites:** BMBA 9113 or BMBA 9460

**BFIN 7297 Directed Research/ Finance (3 Credits)**

Individual research in the area of finance independent of a formal course structure. Prerequisite: permission of supervising faculty member prior to registration. Offered: Fall, Spring, Summer.

**Prerequisites:** BMBA 9113 or BMBA 9460

**BFIN 7299 Directed Research - Finance (3 Credits)**

Individual research in the area of finance independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 3 credits

**BFIN 7394 Finance Co-op I (3 Credits)**

See Co-op Adviser. Cooperative Education courses are counted as general electives. Offered: Fall, Spring, Summer. 3 credits

**Prerequisites:** BMBA 9113 or BMBA 9460

**BFIN 7395 Finance Co-op II (3 Credits)**

See Co-op Adviser. Cooperative Education courses are counted as general electives. Offered: Fall, Spring, Summer. 3 credits

**Prerequisites:** BMBA 9113 or BMBA 9460

**BFIN 7396 Finance Co-op III (3 Credits)**

See Co-op Adviser. Cooperative Education courses are counted as general electives. Offered: Fall, Spring, Summer. 3 credits

**BITM 7127 Ent-Wide Acct Info Sys II (3 Credits)**

This course will provide participants with a clear understanding of enterprise applications like accounting, materials management, sales and distribution, materials requirement planning and process manufacturing. Each of these applications will be covered through the use of the SAP enterprise systems. In addition, the course will cover security, auditing, evaluation and implementation as applied to information systems.

**BITM 7136 Big Data Analytics Bus Impact (3 Credits)**

Course explores the exponential growth and ever changing large complex data and information created by business and society. Big Data has become so valuable that the World Economic Forum deemed it a new class of economic asset, like oil. Students will study various applications and analytical tools used to derive insight from big data, and how experts in accounting, finance, and operations utilize big data applications to manage reporting, risk management, and compliance. Students learn how different industries leverage the data to impact the bottom line and create competitive advantage.

**Prerequisites:** BQUA 2811 or BMBA 9111

**BITM 7652 Web 2.0 Marketing (3 Credits)**

Individualized interactive marketing is one of the fastest growing avenues for targeting customers. This course explores the philosophies underlying individualized interactive marketing including one-to-one marketing, customer relationship management, and mass customization leading to a greater understanding of consumer-firm co-creation of value in a Web 2.0 world. The class will review and discuss books, academic and practitioner articles, and case studies concerning this topic.

**Prerequisites:** BMBA 9111 and BMBA 9114

**BITM 7701 Data Analys - Bus Intelligence (3 Credits)****BITM 7724 Enterprise Systems Information Modeling (3 Credits)**

The course is designed to provide an understanding of accounting information and information technology in the operational and strategic decision-making of the firm. Relational databases, data modeling, SQL, and web application development are covered in significant detail. Students will become familiar with several organizational transaction processing subsystems. Students will develop an understanding of internal controls and the impact of information systems on managerial decisions and organization performance.

**Prerequisites:** BMBA 9458

**BITM 7732 Enterprise Resource Planning Systems (3 Credits)**

IT and supply chain management professionals must develop a deep understanding of standard business processes that cut across all organizations. SAP is the industry leading ERP software, and course participants will gain valuable hands-on experience in working with various applications by interacting with the appropriate modules in SAP. The interaction will exercise modules that companies use to implement supply chain management principles. Many of the course assignments will be done on SAP.

**Prerequisites:** BMBA 9111

**BITM 7744 Business Intelligence (3 Credits)**

Routine business operations generate huge amounts of data, but much of it goes unused beyond the immediate purpose for which it was gathered. Businesses are becoming increasingly aware of the potential for such data to yield significant insights. This course covers tools and techniques for extracting intelligence from data. The course covers the concepts of exploratory data analysis and uses the R computing environment. Topics include principles of data visualization, using ggplot for data visualization, tidying data, preparing data for analysis and exploring data to identify underlying patterns using the dplyr package.

**Prerequisites:** (BMBA 9111 or BMBA 9102)

**BITM 7794 Directed Research (1 Credit)****BITM 7795 Directed Research (2 Credits)****BITM 7796 Directed Research (3 Credits)****BITM 7966 AI Management (3 Credits)****BLAW 6301 Legal and Soc Env of Bus (3 Credits)****BLAW 7310 Legal Aspects of Management (3 Credits)**

**Prerequisites:** (BMBA 9101 or BMBA 9113) and (BMBA 9102 or BMBA 9111) and (BMBA 9103 or BMBA 9112) and (BMBA 9104 or BMBA 9114)

**BLAW 7314 Commercial Law (3 Credits)**

This course will acquaint the advanced student of business and potential candidates who will sit for the CPA exam with certain advanced concepts in the study of law, mainly involving the Uniform Commercial Code and other aspects of commercial law. The course includes a thorough review of contract law; sales (Article 2); buyer's and seller's remedies under the Common Law and the Uniform Commercial Code; bailments (leases of commercial/personal property); a review of business organizations (liability and taxation); agency and employment issues (independent contractor); an introduction to securities law; bankruptcy; and security interests. Offered: Fall, Summer

**BLAW 7315 Wills- Estates- and Trusts (3 Credits)**

Review of legal and ethical issues related to personal property, real property, conveyances, mortgages, landlords and tenants and decedent's estates. The duties of executors, administrators and trustees. Offered: T.B.D.

**Prerequisites:** BMBA 9103

**BLAW 7319 Products Liability (3 Credits)**

Intensive review of this specialized area of tort law highlighting its ethics and social responsibility ramifications. Particular emphasis is on the development of products liability and its impact on the business environment. Topics covered include negligence, warranties and strict liability. An analysis of the historical development of the common law and statutory responses to product liability. Offered: Summer.

**BLAW 7323 International Law (3 Credits)**

An examination of legal and ethical issues related to multinational enterprises, international rule-making systems, regional and international organizations. Act of state and sovereign immunity doctrines; movement of goods, persons, money and information across national borders and transnational reach of economic regulations are examined. Offered: Irregularly.

**Prerequisites:** BMBA 9103



**BLAW 7328 Issues in Employment Law (3 Credits)**

This course is about the American legal system and how it impacts on human resources and the workplace. You will become familiar with basic legal concepts and with key topics such as employment discrimination, hiring and firing policies, and related topics. You will develop skills in reading, understanding and synthesizing legal materials, and in legal reasoning, in order to discover for yourself what law means and how it expresses important values in the workplace environment. 3 credits

**Prerequisites:** BMBA 9103

**BLAW 7343 Securities Regulation (3 Credits)**

Examination of the legal and ethical implications of the Securities Act of 1933, Securities Exchange Act of 1934, Investment Company Act of 1940, Investor Protection Act of 1970 and Sarbanes-Oxley Act and their impacts on the management of corporations. Considers the areas of SEC practice, insider trading and investor protections. Offered: Irregularly.

**Prerequisites:** BMBA 9103

**BLAW 7397 Directed Research (1 Credit)**

Individual research in the area of legal studies independent of a formal course structure. Prerequisite: permission of supervising faculty member prior to registration. Offered: Fall, Spring, Summer.

**BLAW 7398 Directed Research (2 Credits)**

Individual research in the area of legal studies independent of a formal course structure. Prerequisite: permission of supervising faculty member prior to registration. Offered: Fall, Spring, Summer.

**BLAW 7399 Directed Research (3 Credits)**

Individual research in the area of legal studies independent of a formal course structure. Prerequisite: permission of supervising faculty member prior to registration. Offered: Fall, Spring, Summer.

**BLAW 7403 Doing Business in Bermuda (2 Credits)**

This course will examine the advantages and disadvantages of situating corporate headquarters in an off-shore location. Integration of multiple disciplines including: international banking and financial standards, global risk management and insurance, international legal and jurisdictional considerations, and global strategic management and decision making. Particular emphasis will be placed on the topics of risk management and insurance due to the numerous insurance companies located in the region. Students will visit corporate headquarters of Bermuda-based institutions and interact on a professional level. 2 credits

**BLAW 9331 Law in the Media (3 Credits)****BMBA 7000 Action Learning Project (6 Credits)****BMBA 7410 Law and Entrepreneurship (3 Credits)****BMBA 8008 Accounting Pre-Qualifier (0 Credits)**

An overview of Financial and Managerial Accounting. Students will obtain an understanding of the financial statements, the accounting cycle, and basic Managerial Accounting concepts.

**BMBA 8009 Legal Studies Pre-Qualifier (0 Credits)**

The course provides an overview of the American legal process; an introduction to the relationship between law and business with special emphasis on the law of contracts.

**BMBA 8010 Accounting Pre-Qualifier (0 Credits)**

The course provides the foundation for understanding how accounting information serves decision-makers in the global business world. The course focuses on the basics of accounting and reporting, outlining the composition and interrelationship of the primary financial statements and the principles that underlie their preparation.

**BMBA 8011 Economics Pre-Qualifier (0 Credits)**

The course provides an introduction to or review of both micro and macro economics principles. Topics covered include major economic systems, forces of supply and demand and their effect on equilibrium prices, various markets, government intervention and regulation, fiscal policy and international economic issues.

**BMBA 8013 Finance Pre-Qualifier (0 Credits)**

Introduction to the principles of finance for incoming MBA students with very limited finance backgrounds. Topics deal with the terms and tools of basic finance: money and capital markets, time value of money, capital budgeting, asset pricing/portfolio analysis and derivatives.

**BMBA 8018 Mathematics Pre-Qualifier (0 Credits)**

The course will review a variety of mathematical concepts and their applications to the business setting. Elementary algebra and calculus techniques will be the primary focus, and special attention will be paid to the manner in which they can be used in the modeling of basic business situations.

**BMBA 8019 Statistics Pre-Qualifier (0 Credits)**

The course introduces and develops an understanding of statistical concepts and methods as tools in the managerial decision making process in the face of uncertainty. Descriptive statistics, probability and probability distributions and statistical inference will be discussed. Linear regression and correlation also will be introduced. Emphasis will be placed on the student's ability to identify appropriate statistical tools for analysis in a variety of business-related problems.

**BMBA 8020 ITM Pre-Qualifier - Software Personal Productivity Tools (0 Credits)**

The course familiarizes students with the software productivity tools used in business today. The class focuses on the use of Microsoft Excel. Topics covered include worksheet construction, use of simple equations, creation of graphs and charts and sorting/filtering of data. n

**BMBA 8111 Intro To Healthcare Systems (3 Credits)**

Systematic introduction to the healthcare system with an emphasis on interactions of government authorities, delivery systems, the financing of health care, regulation, competition, organizational innovations in healthcare services and alternative strategies. 3 credits

**BMBA 8113 Healthcare Management (3 Credits)**

The role of the contemporary healthcare manager with emphasis on identifying the basic managerial skills and knowledge that contribute to effective healthcare management. Examination of comparative international systems. 3 credits

**BMBA 8118 Managing Community Health Syst (3 Credits)**

This course emphasizes the manager's role, responsibilities and involvement in developing, implementing and evaluating strategies for community health initiatives. Community health focuses on geographically related individuals, groups and organizations sharing health resources. Topics covered include community health assessment with an emphasis on applied epidemiology for planning and outcome purposes, managing distinct types of organizational collaborations, and the application of a population model for community health services and agencies. Opportunities and challenges for integration with organizational systems are also discussed. 3 credits

**BMBA 8500 Seminar for International Stu (0 Credits)**

The Graduate Seminar for International Business students is a program designed for first-year international business students, and we expect all of our entering students as required by the admissions process to attend.

**BMBA 9111 Analytical Methods - Info Sys (4 Credits)**

The focus of this course is on helping students learn: (1) the basics of information technology (IT) and how IT is used effectively by organizations and (2) quantitative analysis skills that are essential to function effectively as a business professional. Problem formulation strategies, decision making methodologies and analytical reasoning from operations research will make information technology concepts more meaningful and help students make better decisions regarding the management of IT as a strategic resource. Students will also learn how technology can be used to enhance the formulation and development of commonly encountered business problems and to solve them effectively. Prerequisite: Pre-Qualification Sequence in IT, Math and Statistics (BMBA 8018, 8019, 8020) or equivalent. Offered: Fall, Spring.

**BMBA 9112 Acctng and Legal Consideration (4 Credits)**

This course covers various accounting and legal issues that business professionals need to know to succeed in a business environment. Topics covered include: asset valuation issues; liabilities; footnote disclosures; financial statement analysis; stockholders' equity; cost behavior; cost-volume-profit analysis; ethical issues; business associations and introductions to antitrust and employment laws. Prerequisite: Pre-Qualification courses in Legal Studies and Accounting (BMBA 8009 and 8010) or equivalent. Offered: Fall, Spring.

**BMBA 9113 Financial and Economic Analysis (4 Credits)**

An integrated approach to decision making, with emphasis on quantitative methods in economics and finance. Topics include model estimation, demand and supply, revenue, production, cost, money, interest rates, business cycles, valuation, return, risk, capital budgeting, asset pricing and derivatives. Prerequisite: Pre-Qualification courses in economics and finance (BMBA 8011 and 8013) or equivalent and BMBA 9111. Prerequisite or corequisite: BMBA 9112. Offered: Fall, Spring.

**BMBA 9114 Org. and Market Dynamics (4 Credits)**

This course offers an integrative environment in which the students will be able to develop skills to analyze strategic management and marketing problems, to develop appropriate solutions, and to implement them. This course provides (1) an overview of theories and behavioral and social science approaches to more effective management of complex organizations; and (2) an overview of the marketing management process to better understand buyers and buying behavior and more effectively manage the delivery of value to an organization's stakeholders. Offered: Fall, Spring, Summer.

**BMBA 9201 Social Responsibility (2 Credits)**

The course will examine the relationship of the business enterprise to its stakeholders and raise questions about the social and ethical conduct of the enterprise. Case presentations; discussion of the consequences of enterprise behavior and analysis of the ethical implications of corporate policies and procedures. Offered: Fall, Spring, Summer.

**BMBA 9202 International Perspective (2 Credits)**

This course is designed to introduce the graduate student of business to the world of international business, international trade and political economy. These subjects are approached from the viewpoint of a generalist, offering information and insights from the broad perspectives of business, economics, finance, political and economic geography, risk management, marketing, ethics and international law. Through an introduction to these fields, it is expected that students will gain a core understanding of the concepts, ideas and vocabulary of international business. Offered: Fall, Spring, Summer.

**BMBA 9210 Integrative Exp II Bus Consult (2 Credits)**

This course culminates MBA students' educational experience by applying concepts to a real world challenge. Students will work in teams with an assigned client on business issue. You will have an opportunity to apply concepts learned in other classes and utilize 'soft skills' like communication, problem solving, adaptability, teamwork and conflict resolution. This project-based course will provide you with a hands-on opportunity to participate in a real world consulting engagement with a client. You may substitute this course for BMBA 9400: Business Policy (capstone course) for equivalent credits AND to meet MBA curriculum requirements.

**Prerequisites:** BMBA 9111 and BMBA 9112 and BMBA 9113 and BMBA 9114 and BMBA 9201 and BMBA 9202

**BMBA 9301 E-Commerce (2 Credits)**

Information technologies and the Internet are rapidly transforming business relationships and changing the competitive dynamics of the marketplace. The digitalization of information, along with globalization and deregulation of industries has created an economy characterized by rapid technological innovation and increasingly shorter product and service life cycles. Companies are adopting technology to extend market reach, improve quality of customer service and increase productivity. Marketing professionals must transform product, service, promotion, pricing and distribution strategies that have been effectively used previously. This course provides an overview of how new IT create value within the exchange process between companies and consumers and illustrates how several key business strategies benefit from new IT, particularly in the context of marketing. No prerequisites required. Offered: Irregularly.

**BMBA 9302 Economics of Strategy (2 Credits)**

Case selections offer a range of managerial problems demonstrating the application of production, location and game theory and other microeconomic optimal decision path tools. Prerequisite: BMBA 9113.

**Prerequisites:** BMBA 9101

**BMBA 9304 Leadership and Team Building (2 Credits)**

The process of providing a vision, standing on principle and sponsoring an atmosphere that develops leaders is the focus of this course. The importance of how we must work together in a team atmosphere is emphasized. Concerns of the business world such as trust, empowerment, globalization and the increased influence of technology will be explored. Students will be exposed to the differences between leadership and management and, through experimental learning, will develop techniques to improve their skills. No prerequisites required.

**BMBA 9305 Management Accounting (2 Credits)**

The course describes how to use accounting as an internal management tool. Topics covered include: product costing, process costing, job-order costing, variance analysis, make or buy decisions, adding or dropping a product line, relevant costs and costing of special orders. Prerequisite: BACC 6101, BMBA 9112 or equivalent.

**Prerequisites:** BACC 6101 and BMBA 9103

**BMBA 9306 Mgmt-Applic of Info Technology (2 Credits)**

The combination of powerful technology developments and global business opportunities has led to the creating of new challenges and opportunities for the management of Information Technologies (IT) in organizations. This course focuses on how to understand and take advantage of the new technologies to achieve organizational goals. Prerequisite: BMBA 9111.

**Prerequisites:** BMBA 9102

**BMBA 9308 Operations Management (2 Credits)**

Provides the foundation and stresses the insights necessary for analytical managerial decision making. Emphasis on problem modeling and particularly on the significant role of the manager in the model building process. Prerequisite: BMBA 9111. Offered: Fall.

**Prerequisites:** BMBA 9102

**BMBA 9309 Topics In Commercial Law (2 Credits)**

Examination of legal and ethical issues related to transactions involving aspects of commercial paper, sales, warranties and secured transactions with respect to personal property under the Uniform Commercial Code. Also considers issues arising under bankruptcy and debtor-creditor rights. Prerequisite: BMBA 9112. Offered: Fall, Summer.

**BMBA 9310 MBA Internships (3 Credits)**

Students obtain positions with companies in order to obtain hands-on experience in their chosen field. Offered: Fall, Spring, Summer.

**BMBA 9311 MBA Internships (3 Credits)**

Students obtain positions with companies in order to obtain hands-on experience in their chosen field. Offered: Fall, Spring, Summer.

**BMBA 9312 Internship (2 Credits)**

Students obtain positions with companies in order to obtain hands-on experience in their chosen field. No prerequisites required.

**BMBA 9313 Internet Strategy (2 Credits)**

The Internet has had a phenomenal impact on the competitive advantage of industries and individual firms, and just about everyone has to work in businesses with Internet content. This issue-oriented seminar course is designed to offer students the concepts and tools to analyze and formulate new business models and to develop competitive strategies in the Internet economy. No prerequisites required. Offered: Summer.

**BMBA 9315 Legal Aspects of Management (3 Credits)**

**Prerequisites:** BMBA 9113) and (BMBA 9102 or BMBA 9111) and (BMBA 9103 or BMBA 9112) and (BMBA 9104 or BMBA 9114)

**BMBA 9316 Legal Issues-Estate Planning (2 Credits)**

A current review of legal and ethical issues relating to personal property, real property and conveyance; decedent's estates; duties of executors, administrators and trustees; financial implications of estate planning. Prerequisite: BMBA 9112. Offered: T.B.D.

**BMBA 9317 MBA Internships (2 Credits)**

Firms in many industries are scrambling to develop innovative ways to move products from raw materials through manufacturing to customers more quickly and efficiently. This course examines many of the recent innovations in this area. Through this course students will (a) recognize salient strategic challenges and opportunities for managing supply chains; (b) learn to use several basic analytical tools to assess performance tradeoffs and support decision making; (c) become familiar with the core supply chain concepts and strategies that have been adopted by leading companies and (d) review emerging supply chain strategies facilitated by internet technology.

**BMBA 9319 Managing Knowledge Workers (2 Credits)**

This course covers the emergence and management of a new powerful breed of organizations - knowledge organizations - that thrive on knowledge and human creativity. It provides an in-depth understanding of these organizations and adapts and updates available management principles and techniques to suit them. It exposes students to new and organization-specific practices that are suitable to managing employees who possess special cutting-edge knowledge and the ability to transform it into contemporary marketable goods, processes, and services. It also covers psychological and sociological aspects of managing these employees, in particular those belonging to the new generations. With the help of assessment instruments, students learn how to identify and design knowledge organizations for their efficient operation, as they cannot be managed in the traditional ways.

**BMBA 9325 Market Forms and Econ Behav (2 Credits)**

Theory should predict behavior. This course explores that notion by presenting market structural patterns and the conduct of business. Experimental.

**BMBA 9330 Strategic Info Technology (2 Credits)**

An alarming number of today's business professionals lack a basic understanding of how information technology (IT) functions in a business. This course will address this deficiency by demonstrating: (1) how easy it is to understand technology operations in the business environment, (2) how to capitalize on the strategic use of technology for competitive advantage through effective planning, and (3) how to devise and utilize tools and techniques to drive business professionals to effective strategic and tactical alignment of IT within their own environment. Topics to be covered are hardware, software, organizational design, technology planning, technology budgeting, technology implementation, business and system architecture and ethical usage of technology. The major focus of the course will be the development of a business systems plan for an organization or business. Offered: Every other year.

**BMBA 9331 Law in the Media (2 Credits)**

The course explores the manner in which law, the legal system and important legal issues are portrayed in film. Students will view classic films that have shaped public perceptions about law; they will critique the content of these films and review constitutional law cases related to the legal issues involved. Offered: Summer.

**BMBA 9332 Bus Modeling-Dec Support (2 Credits)**

Businesses today operate in very complex and dynamic environments. Effective decision making under such conditions demands that managers become systems thinkers - thinkers who can build models encompassing the many factors and complex interactions that play a role in the outcomes of decisions. The course is very application oriented, and we will build and study models in several functional areas and some public policy situations as well. This course covers the area of System Dynamics and focuses on modeling techniques to enable participants to go beyond simplistic mental models and to build powerful models of business situations. These models can be simulated on a computer in order to forecast the outcomes. Such models have often been called "Business Flight Simulators." Offered: Irregularly.

**BMBA 9334 Taxes and Mgmt Decisions (2 Credits)**

A course for graduate business students that discusses how taxes affect business decisions. This course is aimed at management decisions. The course discusses various business tax principles and the student is required to base decisions on those principles. The goal of the course is to give the student sufficient knowledge to participate in a business conversation where taxes are discussed. 2 credits

**BMBA 9335 Managing Serv Operations (2 Credits)**

The service sector is the largest component of all developed economies. Yet, recent evidence suggests that productivity in service firms has substantially lagged that in the manufacturing sector and customer satisfaction with service firms has been steadily declining. This course compares service and manufacturing organizations, exposes students to major issues involved in designing and managing service delivery systems, and demonstrates how quantitative and qualitative methodologies can be used to improve quality and productivity in service organizations. Operating issues related to both the "pure: service sector (e.g., banking, health care, travel and tourism, telecommunications, transportation) and service functions of the manufacturing sector (e.g., customer service, financing, and information management) will be examined. Prerequisite: BMBA 8019 or permission of the instructor. Offered: Irregularly.

**BMBA 9336 Bus Proc and Emerg Tech (2 Credits)**

This course is aimed at introducing students to advanced topics in business process modeling, visualization, analysis, execution and change management. Topics will cover design issues of organizational and inter-organizational business processes to make them more efficient, flexible and customizable. Students will learn technologies for conventional Web-based business process integration, and are expected to learn the composition and execution. The focus will be placed on the role of knowledge in business process design and changes in the Electronic Commerce, E-Government, and M-Commerce application domains. Workflow technologies, Business Process Management, and Web Service technologies in Web-based and mobile computing environments are examined. 2 credits

**BMBA 9337 Seminar in Products Liability (2 Credits)**

Intensive review of this specialized area of tort law highlighting its ethics and social responsibility ramifications. Particular emphasis is on the development of products liability and its impact on the business environment. Topics covered include negligence, warranties and strict liability. An analysis of the historical development of the common law and statutory responses to product liability. Offered: Summer.

**BMBA 9338 Doing Business with China (2 Credits)****BMBA 9340 Logistics and Operation in Supply Chain Management (2 Credits)**

This course is about logistics: the design, planning and quality control of supply chains in business. Supply chains extend from raw material suppliers through production to the consumer and there are many logistics problems associated with each stage. Managing the logistics and operation of a supply chain is a demanding task, which requires a mixture of skills. This course is concerned with developing those skills as well as understanding how to efficiently manage the supply chain operation in practice.

**Prerequisites:** (BMBA 9111 or BMBA 9102)

**BMBA 9341 Knowledge and Innovation Management (2 Credits)**

This course covers strategic role of corporate knowledge and technology for contemporary organizations requiring specialized management of human, organizational and social capitals. It addresses the issues related to the acquisition and management of knowledge and technology and their conversion to innovation for success in developing products, services, and processes for the contemporary marketplace. Offered: Spring. May be taken for 3 credits as BMGT 7541.

**BMBA 9344 Business Intelligence (2 Credits)**

Routine business operations generate huge amounts of data, but much of it goes unused beyond the immediate purpose for which it was gathered. Businesses are becoming increasingly aware of the potential for such data to yield significant insights. This course covers tools and techniques for extracting intelligence from data. The course covers the concepts of exploratory data analysis and uses the R computing environment. Topics include principles of data visualization, using ggplot for data visualization, tidying data, preparing data for analysis and exploring data to identify underlying patterns using the dplyr package.

**Prerequisites:** (BMBA 9111 or BMBA 9102)

**BMBA 9346 International Entrepreneurship (3 Credits)**

**Prerequisites:** (BMBA 9101 or BMBA 9113) and (BMBA 9102 or BMBA 9111) and (BMBA 9103 or BMBA 9112) and (BMBA 9104 or BMBA 9114)

**BMBA 9348 Enterprise Resource Planning Systems (2 Credits)**

IT and supply chain management professionals must develop a deep understanding of standard business processes that cut across all organizations. SAP is the industry leading ERP software, and course participants will gain valuable hands-on experience in working with various applications by interacting with the appropriate modules in SAP. The interaction will exercise modules that companies use to implement supply chain management principles. Many of the course assignments will be done on SAP.

**Prerequisites:** BMBA 9111

**BMBA 9349 Leadership Seminar (2 Credits)**

The objective of the Leadership Seminar is to develop the leadership skills and styles of the seminar participants. The seminar is based on certain assumptions: (1) personal integrity is fundamental to effective leadership; (2) leadership in the post-industrial revolution/ the knowledge economy requires effective leadership of knowledge workers (3) effective leadership in a global environment requires managing individuals, teams and organizations for high/peak performance and (4) effective leadership requires selfknowledge and personal insight on the part of the leader. Offered: Summer.

**BMBA 9400 Business Policy-Capstone (2 Credits)**

This capstone course addresses the strategic issues in a competitive and global business environment; integrates functional and tool courses in a comprehensive framework for managing an organization; and uses computerized simulation that provides student teams with an opportunity to coordinate production, marketing and financial objectives and decisions in strategic and operating plans. This course is normally taken in the last semester of the program. Prerequisites: BMBA 9111-9114, BMBA 9201-9202. Offered: Fall, Spring, Summer.

**Prerequisites:** (BMBA 9101 or BMBA 9113) and (BMBA 9102 or BMBA 9111) and (BMBA 9103 or BMBA 9112) and (BMBA 9104 or BMBA 9114) and BMBA 9201

**BMBA 9450 The Launch Experience (2 Credits)**

This hybrid course begins your Stillman graduate educational journey. Its centerpiece is an intensive residency experience that focuses on the introduction and exploration of the major business disciplines and the fundamental skill sets associated with them. You will apply basic business principles via dynamic, real-world cases that emphasize the integrative nature of business. As part of the residency, you will receive personalized feedback that highlights your strengths and helps you delineate your learning goals. Finally, with guidance from faculty and the Seton Hall University Career Center, you will map out your personal MBA program and write a long-term career plan. Offered: Fall, Spring.



**BMBA 9451 Corporate Social Responsibility (2 Credits)**

The course will examine the relationship of the business enterprise to its stakeholders and raise questions about the social and ethical conduct of the enterprise. Case presentations; discussion of the consequences of enterprise behavior and analysis of the ethical implications of corporate policies and procedures. Offered: Fall, Spring, Summer.

**BMBA 9452 International Perspective (2 Credits)**

This course is designed to introduce the graduate student of business to the world of international business, international trade and political economy. These subjects are approached from the viewpoint of a generalist, offering information and insights from the broad perspectives of business, economics, finance, political and economic geography, risk management, marketing, ethics and international law. Through an introduction to these fields, it is expected that students will gain a core understanding of the concepts, ideas and vocabulary of international business. Offered: Fall, Spring, Summer.

**BMBA 9453 Accounting for Decision Makers (2 Credits)**

This course introduces you to the foundational topics in accounting necessary for a career in business. You will learn the contents of financial statements, accounting for certain common transactions, basic financial statement analysis tools, and commonly used managerial accounting techniques.

**BMBA 9454 Legal Environment (2 Credits)**

Managers face a variety of legal challenges that can both help and hinder success. This course will provide a foundation of legal knowledge that will equip students to recognize the legal potholes they will encounter as managers. We will examine legal issues involved in the areas of torts and products liability, antitrust, employment and labor law and a most important area in this knowledge economy, intellectual property. While we will not turn students into lawyers, we will develop the legal knowledge and analytical skills that guide entrepreneurs in a complicated legal environment. Prerequisite: BMBA 8008. Offered: Fall, Spring.

**BMBA 9455 The Role of Quantitative Analysis in Business Decision Making (2 Credits)**

This course highlights the strategic role of quantitative analysis in the decision-making process in all business-related functional areas. Applications of quantitative concepts and techniques, such as Probability & Statistics, Data Analysis, Simulation, Regression, Modeling, and Sensitivity Analysis et al, to problems from Economics, Finance, Marketing and Law will be used to demonstrate the power of the analytical approach. Prerequisites: BMBA 8018, 8019 and 8020. Offered: Fall, Spring.

**BMBA 9456 Management Theory and Practice (2 Credits)**

This course covers functional and behavioral aspects of managing organizations, such as planning, organizing, leading, and controlling with special focus on the changing organizational work environment. It will cover the roles managers play, the skills they need, and the processes they use in managing, with reference to context of the large corporation, small-to-medium sized organization, entrepreneurial/start-up, government unit, and the NGO. The course will explore the reasons why individuals, groups, and organizations behave the way they do, and students will learn how to apply their knowledge of organizational behavior in order to increase motivation and organizational effectiveness. Offered: Fall, Spring.

**BMBA 9457 Market Decision Making (2 Credits)**

This course highlights the strategic role of customer satisfaction and how managers from every department contribute to creating customer value. Fundamental marketing concepts such as the 4Ps, segmentation approaches, product positioning, branding, and product-market lifecycle will be used to solve business problems and discover new opportunities.

**BMBA 9458 Information Technology Management (2 Credits)**

Information technology (IT) has transformed all aspects of 21st century business and everyday life. It is vital that future managers in every area of business have a working knowledge of modern IT, practical experience in its use, and management perspective on how IT is used in organizations. This course introduces information technologies that are critical to modern business, and discuss applications in various aspects of business operations. Prerequisite: BMBA 8020. Offered: Fall, Spring.

**BMBA 9459 Economics for Managers (2 Credits)**

This course offers managerial perspectives from the viewpoint of Economics. Topics covered include demand and supply analysis, elasticities of demand, competitive positioning, productivity, pricing power, profitability, business cycle developments, and macro-policy responses to them. Offered: Fall, Spring.

**BMBA 9460 Financial Decision Making (2 Credits)**

Anchored in the finance incentives of time and risk, the course offers an introduction to applied finance based on four concepts: time value of money, capital budgeting, asset pricing, including an introduction to portfolio analysis, and derivatives. Part of the course will be motivated by linking topics covered in BMBA 9459, such as revenue generation, costs, competitive structure, and business cycles with financial statements, interest rates, return measurements, risk metrics, and the term structure of interest. This linking will effectively form a "2+2" approach across the disciplines in line with "transforming concepts into business practice," the core of the Stillman mission.

**BMBA 9461 Business Consulting (3 Credits)**

In this course you will put concepts into practice by advising a local organization on real strategic issues. The organization will provide a context in which to apply the knowledge, skills and abilities (KSAs) you have gained throughout your Stillman educational experience. You will be assigned to a functionally diverse consulting team that will meet with the organization, gather primary and secondary data, analyze the resulting data, define specific challenges or opportunities and then propose appropriate strategies, tactics and actionable recommendations. The issues will likely cover a broad spectrum across multiple disciplines giving you a chance to apply many of the tools and concepts you learned in the MBA program, including 'soft skills' like communication, peer coaching, problem solving, critical thinking, adaptability, teamwork, and conflict resolution.

**BMBA 9510 MBA Internships (1 Credit)**

Students obtain positions with companies in order to obtain hands-on experience in their chosen field. No prerequisites required. Offered: Fall, Spring, Summer.

**BMBA 9511 MBA Internships (1 Credit)**

Students obtain positions with companies in order to obtain hands-on experience in their chosen field. No prerequisites required. Offered: Fall, Spring, Summer.

**BMGT 6502 Special Topics in Mgmt (3 Credits)**

**BMGT 6503 Mgmt and Organiz Behavior (3 Credits)**

Overview of theories and behavioral science approaches to more effective management of complex organizations both domestically and globally. Diversity and corporate social responsibility are discussed. Lecture, case study and small group exercises are offered to master conceptual material necessary for management excellence. Suspended. 3 credits

**BMGT 6900 The Environment of Global Business (3 Credits)**

Focuses on aspects of the legal, political, economic, financial and cultural environment that are critical to successfully identifying and effectively managing international/global business opportunities. Primary emphasis is on exploring the problems and challenges that are posed to management and on the possible ways of addressing them. Classes are a mix of case analysis, discussion, lecture and review of current developments through supplemental readings and guest speakers. Offered: Irregularly.

**BMGT 7045 Project Management (3 Credits)****BMGT 7100 AI & The Future of Work (3 Credits)****BMGT 7450 Business of Food (3 Credits)****BMGT 7500 Customer Experience (2 Credits)****BMGT 7503 Independent Study (3 Credits)****BMGT 7505 Transformative Leadership (2 Credits)****BMGT 7510 5th Industrial Revolution (3 Credits)****BMGT 7517 Mgmt and Social Response (3 Credits)**

Examination of the interrelationships between the business sector and other societal institutions with the view of clarifying to whom and for what the corporation is responsible. Offered: Irregularly

**BMGT 7521 Human Resource Management (3 Credits)****BMGT 7522 Current Topics in HRM (3 Credits)****BMGT 7524 Doing Business in India (3 Credits)**

Doing Business in India is open to graduate students from all units of SHU. Recognizing India's rise on the global stage, we designed this course to increase knowledge and understanding of India and other countries in that region of the world. In addition to three weekly sessions in the USA, the course includes lectures, readings, exchanges and travel to the Indian subcontinent for a 9-day period during SHU Spring Break. The course curriculum includes history, culture, economy, politics, sociological and belief systems, and spiritual traditions of the highly diverse people of India. Offered: Spring.

**BMGT 7526 Managing Diversity, Equity & Inclusion (3 Credits)**

Explores how contemporary attitudes toward gender, race and ethnicity influence work and business. Examines the full range of issues, including the social-legal-political context of diversity, behaviors and perceptions associated with diversity, and personal and management strategies for addressing diversity. Uses lecture discussion format and makes extensive use of experiential exercises and videos. Offered: Irregularly.

**BMGT 7529 Doing Business in China (3 Credits)**

An introduction to contemporary China for those who want to do business there, expect to be assigned there, or support a Chinese operation from the United States. Includes lectures, discussions, experiential exercises, films and cultural experiences. Faculty and guest lecturers have had extensive hands-on experience in China. Offered: Summer.

**BMGT 7530 Starting an Import-Export Bus (3 Credits)**

An introduction to and understanding of the basic components involved in establishing and operating an import/export business. Topics include planning, pricing, product development, advertising, distribution, logistics, market research, sales, banking (letters of credit), licensing, contracts, insurance, documentation and customs issues. With a hands-on approach, the course will provide students with the tools needed to succeed in the import/export field. 3 credits

**BMGT 7531 Events Management (3 Credits)**

This course will examine the field of special event management from small business events to the Olympics. Topics will include: structuring and scheduling principles, innovative thought processes and management styles, planning, organizing, administering, and conducting an event. Also to be considered: event marketing principles and legal, ethical and risk management principles as applied to event planning. 3 credits

**BMGT 7538 Intl Sports Management (3 Credits)**

This course examines the management of sport in the global village. Examination of sport as a cultural phenomenon and a management challenge in differing political, social and economic systems will be undertaken. Offered: Irregularly.

**BMGT 7539 Consultancy Management (3 Credits)**

Consulting continues to expand as more businesses turn to both external and internal consultants. The course addresses necessary skills and resources, assessment, planning, implementation and evaluation. Students are required to develop and present a business plan. Experimental.

**BMGT 7540 Innovation and Entrepreneurship (3 Credits)**

This course focuses on the many variables involved in starting and growing a business and the development of the skills and talents essential to be a successful entrepreneur. Students will be taught how to recognize a business opportunity, determine a new venture's financing and other needs, and obtain the required resources. The course will cover how to apply innovative entrepreneurial skills in a corporate setting. Students will have the opportunity to listen to entrepreneur guest lecturers and do case studies. The course aims to give students a taste of the unique environment of an entrepreneur. Offered: Fall and Spring.

**BMGT 7541 Knowledge and Innovation Management (3 Credits)**

This course covers strategic role of corporate knowledge and technology for contemporary organizations requiring specialized management of human, organizational and social capitals. It addresses the issues related to the acquisition and management of knowledge and technology and their conversion to innovation for success in developing products, services, and processes for the contemporary marketplace.

**BMGT 7545 Strategic Management (3 Credits)**

Strategic management aligns the organization with its environment. Beginning with a mission formulation that recognizes that the organization exists within an environment that provides resources and makes demands for outputs (products and decisions), the strategist determines the most effective and efficient process to transform inputs into outputs that meet external demands and enables the organization to thrive.

**BMGT 7546 Six Sigma Management (3 Credits)**

Six Sigma is a process improvement method that uses data and statistical analysis to identify and fix problem/opportunity areas. It has been used to reduce costs, increase revenues, improve process speed and raise quality levels, which, in turn, leads to deepening customer relationships. This course focuses on both soft and technical skill development. Prerequisite: BMBA 9114

**Prerequisites:** BMBA 9104 (may be taken concurrently)

**BMGT 7550 Cult Dimen of Intl Business (3 Credits)**

Focuses on the way local business and business negotiations are conducted. The way different cultures interface as they do business.

**BMGT 7554 Doing Business in Italy (3 Credits)**

Travel to different destinations in this region to study the way people live and conduct business. Requirements include pre-trip meetings, lectures during the trip and a final paper or project. 3 credits

**BMGT 7563 Doing Business in Bermuda (2 Credits)**

This course will examine the advantages and disadvantages of situating corporate headquarters in an off-shore location. Integration of multiple disciplines including: international banking and financial standards, global risk management and insurance, international legal and jurisdictional considerations, and global strategic management and decision making. Particular emphasis will be placed on the topics of risk management and insurance due to the numerous insurance companies located in the region. Students will visit corporate headquarters of Bermuda-based institutions and interact on a professional level. 2 credits

**BMGT 7565 Innovation and Entrepreneurship (3 Credits)**

Innovation and creativity are critical to entrepreneurial success. Through lectures, case studies, and hands-on, in-class activities students will gain valuable insight into the entrepreneurial innovation process and will test some of their preconceived notions of these concepts. Students will learn how to generate ideas that can lead to truly innovative products, services, processes, and/or business models. Offered: Spring.

**BMGT 7566 Doing Business in Ireland (3 Credits)**

Travel to different destinations in this region to study the way people live and conduct business. Requirements include pre-trip meetings, lectures during the trip and a final paper or project. 3 credits

**BMGT 7567 Entrepreneurship Lab (3 Credits)****BMGT 7568 ST Entrepreneurs in Cosmetics (1 Credit)****BMGT 7588 Directed Research (1 Credit)**

Individual research in the area of management independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 1 credit

**BMGT 7589 Directed Research (2 Credits)**

Individual research in the area of management independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 2 credits

**BMGT 7591 Management Co-op I (3 Credits)**

See Co-op Adviser. Cooperative Education courses are counted as general electives. Offered: Fall, Spring, Summer. 3 credits

**BMGT 7592 Management Co-op II (3 Credits)**

See Co-op Adviser. Cooperative Education courses are counted as general electives. Offered: Fall, Spring, Summer. 3 credits

**BMGT 7596 Directed Research-Management (3 Credits)**

Individual research in the area of management independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 3 credits

**BMGT 7597 Directed Research in Management (1 Credit)**

Directed and supervised research. Offered: Fall, Spring, Summer

**BMGT 7598 Directed Research in Management (2 Credits)**

Directed and supervised research. Offered: Fall, Spring, Summer

**BMGT 7599 Directed Research in Management (3 Credits)**

Directed and supervised research. Offered: Fall, Spring, Summer

**BMGT 7620 Product Planning and Dvlpmnt (3 Credits)**

This course examines the new product development process from conception of ideas to commercial introduction. It considers the role of new products in the survival and growth strategies of organizations and examines the major problems firms encounter in directing and managing their new product development and marketing activities. Specific attention is given to some of the primary research and analysis methodologies for new product development. 3 credits

**BMGT 7645 Services Marketing Management (3 Credits)****BMGT 7647 Professional Selling (3 Credits)****BMGT 7825 Supply Chain Management (3 Credits)****BMGT 7910 Doing Bus in Cent-East Europe (3 Credits)**

Travel to different destinations in this region to study the way people live and conduct business. Requirements include pre-trip meetings, lectures during the trip and a final paper or project. 3 credits

**BMGT 7917 Economics of Labor (3 Credits)**

Analytical approach to the labor force. Emphasis on labor productivity, its sources, effects and trends; labor markets; comparative wages; criteria and labor deployment evaluated by means of contemporary models and trends. Impact of labor on the national and international economies.

**BMGT 7931 International Management (3 Credits)**

(Primarily for China Cohort Program) This course is designed to prepare students to operate and manage effectively in today's international business environment. It prepares students for management positions in which they will be expected to: (1) perform strategic tasks in settings where more than one perspective influences attitudes and behavior, (2) make informed executive decisions taking into account the various technological, regulatory as well as ethical issues arising in connection with the conduct of business in a multi-cultural, interdependent world, and (3) assume a leadership role challenging and motivating a diverse group of organizational stakeholders to meet and exceed organizational goals within this complex context. Offered: Fall.

**Prerequisites:** (BMBA 9101 or BMBA 9113) and (BMBA 9102 or BMBA 9111) and (BMBA 9103 or BMBA 9112) and (BMBA 9104 or BMBA 9114)

**BMGT 7945 Leadership Seminar (3 Credits)**

The objective of the Leadership Seminar is to develop the leadership skills and styles of the seminar participants. The seminar is based on certain assumptions: (1) personal integrity is fundamental to effective leadership; (2) leadership in the post-industrial revolution/the knowledge economy requires effective leadership of knowledge workers (3) effective leadership in a global environment requires managing individuals, teams and organizations for high/peak performance and (4) effective leadership requires self-knowledge and personal insight on the part of the leader. Offered: Summer.

**BMGT 7962 Managerial Negotiating (3 Credits)**

This 7-week intensive seminar provides an in-depth exploration of not only the theory, but also the practice of, negotiating and influencing. Among the topics covered in this course are negotiating business deals, prices with clients and vendors, cross-cultural negotiating, multiparty negotiations, complex negotiations, salary negotiations, negotiating the allocation of resources, and negotiating career issues such as promotions and work life balance issues. Win/win negotiating, building consensus, gaining support for your ideas, navigating organizational politics and how behavioral economic theory applies to negotiating, will also be explored in the course. Students will experience negotiating firsthand through a variety of experiential learning modules where the students actually negotiate in a variety of settings and group contexts. Offered: Spring:

**Prerequisites:** BMBA 9456 or BMBA 9114

**BMGT 7963 Competitiveness (3 Credits)**

This is an issue-oriented seminar course that is designed to analyze the changes in the emerging business environment. The course will discuss how to change business philosophy and concepts, how to formulate competitive strategy and new models of business operations, and how to rethink ways of doing business and form new relationships with customers, suppliers, distributors, employees and business partners to gain new competitive advantages. 3 credits

**BMGT 7966 AI Management (3 Credits)****BMGT 7970 Internet Strategy (3 Credits)**

The Internet has had a phenomenal impact on the competitive advantage of industries and individual firms, and just about everyone has to work in businesses with Internet content. This issue-oriented seminar course is designed to offer students the concepts and tools to analyze and formulate new business models and to develop competitive strategies in the Internet economy. No prerequisites required. Offered: Summer.

**BMGT 7991 Management Foreign Operations (3 Credits)**

The special circumstances under which an American firm operates abroad, including social customs, political environment, language and cultural problems, international relations. Economic and management problems peculiar to foreign operations. Offered: Irregularly.

**BMGT 9320 Managing Knowledge Workers (3 Credits)**

This course covers the emergence and management of a new powerful breed of organizations - knowledge organizations - that thrive on knowledge and human creativity. It provides an in-depth understanding of these organizations and adapts and updates available management principles and techniques to suit them. It exposes students to new and organization-specific practices that are suitable to managing employees who possess special cutting-edge knowledge and the ability to transform it into contemporary marketable goods, processes, and services. It also covers psychological and sociological aspects of managing these employees, in particular those belonging to the new generations. With the help of assessment instruments, students learn how to identify and design knowledge organizations for their efficient operation, as they cannot be managed in the traditional ways.

**BMKT 6603 Marketing Strategies (3 Credits)**

The marketing management process: identifying marketing opportunities, researching and selecting target markets, designing the marketing mix (product or service, price, distribution, and promotional strategies), and planning, implementing, and controlling the marketing effort. Strategic managerial decision making that harmonizes the firm's objectives and resources with needs and opportunities in the market place. Emphasis on ethics and the use of new media and information technologies in strategic marketing. Suspended. 3 credits

**BMKT 7319 Products Liability (3 Credits)**

Intensive review of this specialized area of tort law highlighting its ethics and social responsibility ramifications. Particular emphasis is on the development of products liability and its impact on the business environment. Topics covered include negligence, warranties and strict liability. An analysis of the historical development of the common law and statutory responses to product liability. Offered: Summer.

**BMKT 7589 Marketing Co-Op I (1 Credit)****BMKT 7591 Marketing Co-op I (3 Credits)**

See Co-op Adviser. Cooperative Education courses are counted as general electives. Offered: Fall, Spring, Summer. 3 credits

**BMKT 7599 Directed Research-Marketing (3 Credits)**

Individual research in the area of marketing independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 3 credits

**BMKT 7607 Sport Marketing (3 Credits)**

A strategic marketing examination of the sport industry. Sport events as marketing vehicles for corporations and brands, including licensing, merchandising, sponsorships and seasonal ticketing. The application of relationship marketing and database marketing to the sport industry.

**Prerequisites:** BMBA 9457 (may be taken concurrently)

**BMKT 7611 Marketing Research (3 Credits)**

Marketing research procedure: the systematic collection, analysis, interpretation and reporting of data that enable marketing executives to make better decisions. Techniques of marketing research, including problem definition, research design, sampling, measurement and questionnaire construction, data collection and analysis and report preparation. Ethical considerations in collecting data from consumers, including respondents' rights of anonymity, privacy and access to information about the study. The applications of emerging information technologies and data processing software (e.g., SPSS, Microsoft Excel) in marketing research. Offered: Spring.

**Prerequisites:** BMBA 9457

**BMKT 7620 New Product Management and Development (3 Credits)**

A comprehensive overview of the product planning and development process. Strategic planning and organizing for product development, product idea generation, technical and economic screening of product ideas, product concept testing, product development, product use testing, and market testing. These techniques are examined in the context of corporate entrepreneurship, social responsibility and the dynamic technological environment. Offered: Fall, Spring.

**Prerequisites:** BMBA 9457

**BMKT 7625 Business-to-Business Marketing (3 Credits)**

Strategies used in business-to-business transactions and the distinctions and similarities between industrial and consumer marketing. Importance of the industrial buyer and the role of industrial marketing research in understanding these consumers. The management of the procurement process in terms of both the purchasing department and the entire company, with an emphasis on interdepartmental relationships and corporate resources and objectives. Offered: Fall.

**Prerequisites:** BMBA 9104 (may be taken concurrently)



**BMKT 7629 Advertising Strategy (3 Credits)**

The role of advertising in the firm's marketing mix with an emphasis on the planning, execution and control of advertising strategies. Market segmentation, brand imaging, positioning, advertising concept development and media planning and buying. These subjects are examined in the context of the agency-client relationship and the regulatory, societal, ethical and technological environment in which advertisers operate. Offered: Fall, Spring.

**Prerequisites:** BMBA 9457

**BMKT 7631 The Electronic Marketplace (3 Credits)**

Information technologies and the Internet are rapidly transforming business relationships between customers and suppliers and changing the competitive dynamics of the marketplace. The digitalization of information, globalization and deregulation of industries created an economy characterized by rapid technological innovation and increasingly shorter product and service life cycles, where new industries are created and existing industries forced to restructure. Companies are adopting technology to extend market reach, improve quality of customer service, and increase productivity. Marketing professionals, in particular, are facing continuously changing boundaries of their field which require them to transform product, service, promotion, pricing and distribution strategies that have been effectively used previously. 3 credits

**BMKT 7633 Cases in Strategic Marketing (3 Credits)**

This course incorporates current developments in marketing strategic thinking to further acquaint students with the present-day challenges of marketing activities. This course provides an opportunity to further develop an understanding of the scope, importance, and process of marketing as a system. Through practical illustrations, the course forwards a deeper understanding of the development and evaluation of marketing plans, strategies, and action programs. Offered: Irregularly.

**Prerequisites:** BMBA 9457 and BMBA 9114

**BMKT 7634 Marketing Metrics (3 Credits)**

Marketing Metrics is about what to measure and how to measure, when assessing the effects of marketing tactics. Evaluation and control are essential strategic marketing processes; and the basis of evaluation and control is measurement. This course focuses on research methods in the broader context of strategic and tactical marketing planning. The course will help students understand marketing efforts and outcomes from the standpoint of performance measurement to ensure that the marketing function is focused, accountable, and adds value to the bottom line. Offered every 3 semesters.

**Prerequisites:** BMBA 9111 and BMBA 9112 and BMBA 9113 and BMBA 9114

**BMKT 7636 The Science of Persuasion (3 Credits)**

Nothing is more central to one's professional career than to effectively communicate an argument. Regardless if the communication opportunity is a face-to-face encounter, a group setting, or to a broader audience across an organization, the ability to persuade is a fundamental skill to effective leadership. The goal of this course is to extract knowledge from the social sciences on proven principles and techniques of effective persuasion and to apply them to one's professional career. The class will review and discuss books, academic and practitioner articles, and case studies that focus on persuasion. This course will be conducted in an online environment.

**Prerequisites:** BMBA 9114 or BMBA 9457

**BMKT 7640 Corporate Branding Strategy (3 Credits)**

Today's companies must develop effective branding strategies for their products and services, as well as identify strategies for their organizations. This course focuses on the strategic essentials of creating strong brands, brand management strategy, and strategies for building corporate brands. The topics covered include: what constitutes a strong "brand" (from both marketing and legal perspectives); using brand personalities and cultures to create customer value and loyalty; strategies for building brand equity through positioning; brand leveraging strategies (e.g. brand extensions) and brand alliances (e.g. co-branding); building and maintaining strong cohesive corporate identities; building brand identities around mergers and acquisitions; and turnaround measures for floundering brands. Students will be required to analyze a given corporate branding strategy on the basis of the material covered. Offered: every 3 semesters.

**Prerequisites:** BMBA 9457

**BMKT 7641 Pharmaceutical Marketing (3 Credits)**

The pharmaceutical industry continues to be a prime example of market orientation. To a large extent, its success can be attributed to the ability of its constituent companies to understand its customers and to provide outstanding value-added products and services. This course will explore the marketing issues inherent in the pharmaceutical industry. To accomplish this goal, pharmaceutical marketing will be examined through the product management system, which has been adopted universally throughout the industry as it assigns the primary responsibility for the marketing success of products and/or services to particular individuals. These people may be called product managers, brand managers, category managers, or marketing managers. This course focuses on the role of the product manager, including the gathering, interpretation, and diffusion of appropriate information; understanding the competitive environment; developing and implementing marketing strategies and tactics, and assessing the success of the marketing activities. Experimental. 3 credits

**BMKT 7642 Competitive Intelligence (3 Credits)****BMKT 7647 Professional Selling (3 Credits)****BMKT 7652 Digital Marketing (3 Credits)**

Individualized interactive marketing is one of the fastest growing avenues for targeting customers. This course explores the philosophies underlying individualized interactive marketing including one-to-one marketing, customer relationship management, and mass customization leading to a greater understanding of consumer-firm co-creation of value in a Web 2.0 world. The class will review and discuss books, academic and practitioner articles, and case studies concerning this topic. Offered Fall.

**Prerequisites:** BMBA 9457

**BMKT 7697 Directed Research Marketing (1 Credit)**

Individual research in the area of marketing independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 1 credit

**BMKT 7698 Directed Research Marketing (2 Credits)**

Individual research in the area of marketing independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 2 credits

**BMKT 7699 Directed Research-Marketing (3 Credits)**

Individual research in the area of marketing independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 3 credits

**BMKT 7702 Directed Research-Marketing (3 Credits)**

**BMKT 9591 Advanced Marketing Research (3 Credits)**

The application of marketing research techniques to strategic marketing problems and decision making. Such applications include market segmentation and positioning studies, competitive market structure studies, concept and product testing, brand name and package testing, print ads and television and commercial tests, using test markets, demand measurement and sales forecasting, computerized marketing decision support systems, database marketing, and the increasing role of information technologies in marketing research. 3 credits

**BMKT 9600 Services Marketing Symposium (3 Credits)**

Improving service quality through a better understanding of customers' needs. Topics include implementing a corporate service culture, understanding how customers evaluate service quality, developing service quality standards and integrating them into the firm's operations, managing the service encounter, customer retention measures, promotional strategies, and managing service demand and capacity to achieve operational efficiency and lower costs. The role of self-service technologies in improving service quality and developing new service offerings. Prerequisites: BMBA 9114 and permission of instructor. Offered: Irregularly.

**Prerequisites:** BMKT 6603 (may be taken concurrently) or BMBA 9104 (may be taken concurrently)

**BQUA 6801 Stat Infer in Decision Making (3 Credits)**

Demonstration of the tools and logic of inferential statistics and illustration of their use in decision making. Emphasis on applications and understanding of statistical concepts. Illustrative examples from various fields of business, such as accounting, finance, marketing and management. Applications using statistical software emphasized. 3 credits

**BQUA 6802 Operations Management (3 Credits)**

Provides the foundation and stresses the insights necessary for analytical managerial decision making. Emphasis on problem modeling and particularly on the significant role of the manager in the model building process. Offered: Fall.

**BQUA 7599 Directed Research (3 Credits)**

Individual research in the area of quantitative analysis independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 3 credits

**BQUA 7701 Data Analys - Bus Intelligence (3 Credits)****BQUA 7706 Management Science (2 Credits)**

This course deals with the application of Management Science techniques to analyze a variety of managerial problems. Management Science is a discipline that attempts to aid managerial decision making by applying scientific approach to managerial problems that involve quantitative factors. The approaches covered in this course include optimization and forecasting. The course focuses on learning to recognize when these techniques can and cannot be used, how to apply these techniques and how to interpret the results of a management science study using real world applications and cases. Excel will be the tool of choice, as spreadsheet software is arguably the most commonly available and most frequently used tool for analyzing business data.

**Prerequisites:** BQUA 7700 and BQUA 7702 and BQUA 7704

**BQUA 7708 Data Visualization-Presentatn (2 Credits)**

Prior to embarking on detailed predictive analytics, analysts first need to understand their data well; they accomplish this through exploratory data analysis (EDA). Data visualization plays a key role in EDA. Modern software packages contain powerful visualization tools that we can use to creatively explore the data, generate probing questions and garner insights into answers to these questions, all before exploring them deeper using quantitative techniques. Data visualization goes much further than simply knowing the mechanics of generating different types of charts. Analysts need to develop the skills to ask important questions and to generate the right kinds of charts to find answers. As important and useful as using analytics techniques are to finding nuggets of intelligence hidden in data, they will fail to have any impact unless data analysts can present their findings convincingly to managerial decision makers. This hands-on course will equip participants with the necessary skills to ask important questions about data sets and enable you to use data visualization to answer the questions. The course will also cover dashboard design and concept on presentation of analyses as well as specific R tools to achieve all of this.

**Prerequisites:** BQUA 7702

**BQUA 7710 Capstone Prjct Cert Data Anly (2 Credits)****BQUA 7720 Introduction to Data Analytics (3 Credits)****BQUA 7722 Expl Data Analysis-Visualizat (3 Credits)****BQUA 7724 Predictive Analytics (3 Credits)**

In most business situations, being able to determine the value of some unknown with reasonable accuracy can be beneficial. For example, it would be useful for a company to know the if prospective customer would default on payments (classification), or to know the number of units of a product that it might be able to sell during the next quarter at a given store (regression). Quite often, even seemingly inaccurate estimates of such unknowns can lead to large monetary gains for a company if the new knowledge can lead to a discernable difference in performance. This is the domain of predictive modeling – using historical data to determine the value of an unknown. The course covers both classification and regression techniques. Of course, just any model will not do; analysts need to ensure that their models are valid and will work on new data and the course covers approaches to model validation. The course will equip participants with the ability to identify situations that could benefit from predictive models, to identify the data requirements and work with concerned people to get the data, to manipulate the data into a form usable for predictive analysis, and to build, evaluate, present and deploy the models.

**BQUA 7811 Quantitative Methods (3 Credits)**

A practical as well as intuitive understanding of mathematical fundamentals. Emphasis on those quantitative tools that the modern manager must comprehend in order to more effectively incorporate into the decision-making process available data, business models and sophisticated computerized problem-solving routines. 3 credits

**BQUA 7812 Advanced Data Analysis (3 Credits)**

Coverage of a wide range of univariate and multivariate statistical techniques. Univariate topics include analysis of variance, design of experiments, and regression and correlation analyses. Multivariate topics include principal components, factor, discriminant, canonical correlation and cluster analyses and MANOVA. Emphasis on data analysis and implications of results for the managerial decision-making process. 3 credits

**BQUA 7813 Management Science (3 Credits)**

Theoretical underpinnings and practical understanding of the fundamentals of management science. Emphasis on problem modeling, particularly on the significant role of the manager in the model building process. Topics include identification, formulation, interpretation and sensitivity analysis of business models. Case studies and management science software used extensively. 3 credits

**BQUA 7819 Business Forecasting (3 Credits)**

Forecasting function in the organization. Introduction to various forecasting techniques, including smoothing and decomposition methods, regression analysis, time series analysis, ARIMA modeling, and other econometric methods. Emphasis on operational expertise in generation of forecasts using each of these methods; interpretation of the forecasts and assessment of the implications for the decision-making process. Not offered 2010-11.

**Prerequisites:** BMBA 9102 (may be taken concurrently)

**BQUA 7825 Supply Chain Management (3 Credits)**

Firms in many industries are scrambling to develop innovative ways to move products from raw materials through manufacturing to customers more quickly and efficiently. This course examines many of the recent innovations in this area. Through this course students will (a) recognize salient strategic challenges and opportunities for managing supply chains; (b) learn to use several basic analytical tools to assess performance tradeoffs and support decision making; (c) become familiar with the core supply chain concepts and strategies that have been adopted by leading companies and (d) review emerging supply chain strategies facilitated by Internet technology.

**BQUA 7830 Supply Chain Analytics (3 Credits)**

This course will provide students with quantitative modeling skills and data visualizing tools to aid business decision making in supply chain management. The course requires the use of quantitative models used in supply chain management as well as an analysis of data to support the understanding of these models. Students will develop and analyze quantitative models using Excel, visualize the data and results, and learn how to translate this knowledge into increasing bottom-line profitability. The topics will be drawn from key areas in supply chain management including network design and optimization, inventory replenishment and analysis and advanced transportation and planning.

**Prerequisites:** BMBA 9111

**BQUA 7835 Managing Service Operations (3 Credits)**

The service sector is the largest component of all developed economies. Yet, recent evidence suggests that productivity in service firms has substantially lagged that in the manufacturing sector and customer satisfaction with service firms has been steadily declining. This course compares service and manufacturing organizations, exposes students to major issues involved in designing and managing service delivery systems, and demonstrates how quantitative and qualitative methodologies can be used to improve quality and productivity in service organizations. Operating issues related to both the "pure" service sector (e.g., banking, health care, travel and tourism, telecommunications, transportation) and service functions of the manufacturing sector (e.g., customer service, financing, and information management) will be examined. Offered: Fall.

**BQUA 7840 Procurement Management (3 Credits)**

This course will cover both tactical and strategic aspects of the procurement process. It covers global sourcing and procurement strategies including supplier selection and evaluation, supplier relationships and risk management, negotiation and contract management, and e-Procurement. From the tactical point of view it covers the elements of the purchase-to-pay process including order management, spending analysis and category management. Woven through each topic are performance measures and critical success factors for an overall responsive and resilient procurement process. Offered: Irregularly.

**BQUA 7845 Logistics and Operations in Supply Chain Management (3 Credits)**

This course is about logistics: the design, planning and quality control of supply chains in business. Supply chains extend from raw material suppliers through production to the consumer and there are many logistics problems associated with each stage. Managing the logistics and operation of a supply chain is a demanding task, which requires a mixture of skills. This course is concerned with developing those skills as well as understanding how to efficiently manage the supply chain operation in practice.

**Prerequisites:** BMBA 9455 and BMBA 9458

**BQUA 7897 Directed Research (2 Credits)****BQUA 7898 Directed Research (3 Credits)**

Individual research in the area of quantitative analysis independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 3 credits

**BQUA 7899 Directed Research (3 Credits)**

Individual research in the area of quantitative analysis independent of a formal course structure. Prerequisite: permission of supervising faculty member and department chair prior to registration. 3 credits

**BSAN 7001 Intro Data Analytics - Bus Int (3 Credits)**

Business decision-making should, when possible, rely on data and the conclusions that can be drawn from that data. This course is an introduction to business data analytics; it covers descriptive statistics, data visualization, probability basics, and relationships between two or more variables. One focus is on learning and contrasting traditional statistical approaches (inference) and "big data" approaches. Much of the course will entail the use of Excel, as spreadsheet software is arguably the most commonly available and most frequently used tool for analyzing business data. We will equally be using R – a popular, open-source, statistical package.

**BSAN 7011 Exploratory Analytic-Visualztn (3 Credits)**

In the initial stages of a data analysis project, analysts must often deal with large and unfamiliar data sets. By asking good questions and finding answers in the data, they arrive at useful insights – and this captures the core of exploratory data analysis (EDA). EDA often serves as a precursor to the process of building predictive models. Equally often, EDA yields significant insights that prove to be very useful in themselves. This course covers the art and science of EDA. Through numerous examples, the course will develop participants' ability to formulate interesting and important questions. Answering these questions generally involves significant slicing, dicing, aggregating and reshaping of the data; this course will equip participants with the requisite skills. EDA relies heavily on data visualization and the course will equip participants with the skills to generate, and effectively present, evocative graphs that tell stories. The course will equip participants with a framework to enable them to ask the right questions and with the skills to explore and find answers.

**BSAN 7021 Predictive Analytics (3 Credits)**

In most business situations, being able to determine, with reasonable accuracy, the value of some unknown can be beneficial. For example, it would be useful for a company to know if a prospective customer would default on payments (classification), or to know the number of units of a product that it might be able to sell during the next quarter at a given store (regression). Quite often, even seemingly inaccurate estimates of such unknowns can lead to large monetary gains for a company if the new knowledge can lead to a discernable difference in performance.

This is the domain of predictive modeling – using historical data to determine the value of an unknown. The course covers both classification and regression techniques. The course will equip participants with the ability to identify situations that could benefit from predictive models, to identify the data requirements and work with others to obtain the data, to manipulate the data into a form usable for predictive analysis, and to build, evaluate, present and deploy the models.

**Prerequisites:** BSAN 7001

**BSAN 7031 Databases and SQL (3 Credits)**

Relational database technology revealed the power of a simple data model coupled with the nonprocedural Structured Query Language (SQL) that enabled data independence and unleashed the power of computing applications. Despite the growing importance of other data models, like schema-free and distributed-data models, the relational data model still reigns supreme in many application domains. The overwhelming majority of business data is still stored in relational databases, and any business analyst needs to understand how to extract data from them. This course provides thorough coverage of SQL. The course also covers data warehousing concepts, as analysts will need to design data warehouses for end users to perform their data analysis. Another important topic in the course is database design. While business analysts might not design databases for mission critical processes, they might be called upon to design departmental databases. This will require an understanding of database design diagrams. With this in mind, the course also covers the use of Entity Relationship Models for database design.

**BSAN 7041 Business Process - Data Model (3 Credits)**

In order to support business effectively, analysts need to understand business processes. This course will cover business processes by examining their corresponding data models, as analysts will mostly be looking at business from a data-oriented lens. The course covers data models for products, orders, shipments, work effort, invoicing, accounting, budgeting and human resources management. The course will also look at several star-schema for different functional areas.

**BSAN 7045 Project Management (3 Credits)****BSAN 7046 Deep Learning (3 Credits)**

**Prerequisites:** BSAN 7021

**BSAN 7051 Big Data Analytics (3 Credits)**

Unstructured data abounds in today's environment. These arise in the form of tweets, Facebook and Instagram posts, photographs, videos, speech recordings and the like. IT tools have made impressive progress in being able to analyze and extract meaning from this sort of unstructured data. This course will help students understand the key technologies used in storing, processing and analyzing these forms of unstructured, big data. Students will use R, Python, Cassandra, Spark and Tensor Flow. Students will learn how to conceive of big data applications and design scalable systems.

**Prerequisites:** BSAN 7001 and BSAN 7011 and BSAN 7021

**BSAN 9000 Capstone Project (3 Credits)**

All students will complete a rigorous, semester-long Capstone project that will rely on and integrate the knowledge gained over the duration of the program. The Capstone experience will give students an immersive experience where they will take charge of a project and see it through from start to end. During the individual courses, students learn everything in a carefully scaffolded and structured environment. In contrast, in this course, students will face a more unstructured, realistic scenario, similar to those that data analysts encounter in their work. This unstructured environment will help students integrate their structured learnings and mature in the process. Their learning is also enhanced because of the sense of ownership that they feel in doing projects of their choice. Students will be expected to come up with their own projects (with some guidance) and then to execute the entire process. Project teams will identify a problem of significance and use the techniques learned in the MS in Business Analytics to suggest solutions. Students will go through several iterations of work within each phase, based on discussions with the instructors.

**Prerequisites:** BSAN 7001 and BSAN 7011 and BSAN 7021 and BSAN 7031

**BSPM 7220 Sport Finance (3 Credits)**

Analysis of the financial structure of sports organizations and activities. Specific review of professional sports leagues and teams, sports tours, minor leagues and college sports programs, as well as the financial management of private and public sports facilities. Issues relating to the various sources and uses of revenues and current controversies will be analyzed.

**Prerequisites:** (BMBA 9101 or BMBA 9113) and (BMBA 9102 or BMBA 9111) and (BMBA 9103 or BMBA 9112) and (BMBA 9104 or BMBA 9114)

**BSPM 7401 Sport Law (3 Credits)**

Examination of legal issues arising out of the areas of amateur and professional sport. Discussion of amateur sport includes the roles, rules and activities of the NCAA and questions involving amateurism, eligibility, sex discrimination and antitrust. Discussion of professional sport includes professional sport leagues, antitrust, labor relations, contractual questions and representation. Issues important in both areas will be discussed, including violence in sport, drug testing, tort issues, and sponsorships and endorsements.

**Prerequisites:** (BMBA 9101 or BMBA 9113) and (BMBA 9102 or BMBA 9111) and (BMBA 9103 or BMBA 9112) and (BMBA 9104 or BMBA 9114)

**BSPM 7535 The Management of Sport Organizations (3 Credits)**

The application of management concepts and theories to sport organizations and the sport industry. Includes issues of organizational design, public policy, human resources, labor relations and collective bargaining, ethical issues in sport and the globalization of the sport industry.

**Prerequisites:** (BMBA 9101 or BMBA 9113) and (BMBA 9102 or BMBA 9111) and (BMBA 9103 or BMBA 9112) and (BMBA 9104 or BMBA 9114)

**BSPM 7536 Negotiation and Dispute Resolution in Sport (3 Credits)**

This course links both the science and the art of negotiation, but it is more “art” than “art appreciation.” It will give students the opportunity to identify their strengths and weaknesses as negotiators and to work on their relative weaknesses. More fundamentally, the course will provide both a conceptual framework to diagnose problems and promote agreement in a range of settings.



**BSPM 7538 Intl Sport Management (3 Credits)**

This course examines the management of sport in the global village. Examination of sport as a cultural phenomenon and a management challenge in differing political, social and economic systems will be undertaken. Prerequisite: BMBA 9111-9114. Offered: Irregularly.

**BSPM 7539 Global Sport Facilities Mgmt (3 Credits)**

This course examines the real-time history and operations of sport facilities in the U.S. and throughout the world, largely through the use of the World Wide Web. Course content includes the study of: planning and design, services management, marketing and public relations, concessions, event and operations management, maintenance, funding, administration and franchise interaction. Offered: Summer. 3 credits

**BSPM 7591 Sport Management I (3 Credits)**

Departmental approval required for registration. Offered: Fall, Spring, Summer.

**BSPM 7592 Sport Management II (3 Credits)**

Departmental approval required for registration. Offered: Fall, Spring, Summer.

**BSPM 7597 Directed Research-Sport Management (1 Credit)**

Departmental approval required for registration. Offered: Fall, Spring, Summer.

**BSPM 7598 Directed Research-Sport Management (2 Credits)**

Departmental approval required for registration. Offered: Fall, Spring, Summer.

**BSPM 7599 Directed Research-Sport Management (3 Credits)**

Departmental approval required for registration. Offered: Fall, Spring, Summer.

**BSPM 7600 Directed Research (3 Credits)****BSPM 7607 Sport Marketing (3 Credits)**

A strategic marketing examination of the sports industry. Sport events as marketing vehicles for corporations and brands, including licensing, merchandising, sponsorships and seasonal ticketing. The application of relationship marketing and database marketing to the sport industry.

**Prerequisites:** BMBA 9457

**BTAX 6003 Tax Research (3 Credits)**

Study of successful methodology of research in federal taxation applied to the solution of both routine and complex tax problems. Topics include research sources, materials and tools, including court reporters, government documents, IRS rulings, professional periodicals, tax services and citators, and computerized tax research.

**BTAX 6005 Federal Income Taxation of Business (3 Credits)**

Case study of federal income tax legislation with special attention to preparation of corporate returns. Prerequisite: BMBA 8008 or the equivalent.

**BTAX 6009 Tax Accounting (3 Credits)**

Deals with federal income tax consequences and planning with respect to adoption of and change in accounting methods; income recognition and deduction allowance under the cash and accrual methods and installment reporting. Also covered is inventory accounting, including LIFO; adoption of and change in accounting periods; time value of money; transactional concepts, including the annual accounting concept, the claim of right doctrine, and the tax benefit rule; and income tax allocations for financial reporting. Prerequisite: BMBA 8008 or equivalent.

**BTAX 7012 Federal Income Tax Practice and Procedure (3 Credits)**

The organization and functions of the Internal Revenue Service, the role and regulation of the tax practitioner, administrative appeals and settlement opportunities and appeals to the courts. Provisions of the Internal Revenue Code involving assessment, collections, waivers, claims, civil and criminal penalties.

**BTAX 7025 Estate Planning (3 Credits)**

Course includes an intensive consideration of the techniques of estate planning through lifetime and testamentary transfers and the use of postmortem options. Items considered include valuation problems, recapitalization methods, buy-sell agreements, private annuities, apportionment of the tax burden and other techniques available to the planning of estates. Prerequisites: BTAX 6001, 6003, 6005, 6007.

**Prerequisites:** (BTAX 6001 and BTAX 6003 and BTAX 6005 and BTAX 6007)

**BTAX 7034 Business Planning (3 Credits)**

Study of the interaction of business profitability and the federal income tax laws. Techniques of planning for optimal tax results for business operations are studied. 3 credits

**BTAX 7039 Multinational Tax Seminar (3 Credits)**

Advanced seminar covering tax problems involved with international business transactions, including citizenship; source of income, and other contacts; taxation of U.S. citizens abroad, resident and nonresident alien individuals and corporations; the concept of income that is effectively connected with U.S. business; taxation of domestic entities doing business abroad; controlled foreign corporations; and foreign tax credits; inter-company pricing; allocation and apportionment of domestic expenses. Prerequisites: BTAX 6001, 6003, 6005 and 6009.

**Prerequisites:** (BTAX 6001 and BTAX 6003 and BTAX 6005 and BTAX 6009)

**ECON 6402 The National Economy (3 Credits)**

Students with no economics background must consult with department chairperson prior to taking course. Development of the basic determinants of national income, employment and economic growth. Analysis of national economic problems in the context of economic theory, government practices and social macroeconomic objectives. Role of monetary and fiscal policies in light of current practices. Analysis of interrelationship of national and international economies. Suspended. 3 credits

**ECON 7220 Sport Finance (3 Credits)****ECON 7410 Global Economic Change (3 Credits)**

Exposes students to the emerging weave of forces of global change, privatization, economic and human development, and green markets as presented with cases.

**Prerequisites:** BMBA 9101

**ECON 7412 The Japanese Economy (3 Credits)**

A comprehensive and comparative study of the Japanese economy: financial markets, foreign trade, monetary and fiscal policies. Topics also include selected industries, distribution systems, marketing methods, management styles, financial accounting and asset pricing. Analytical and institutional approaches are used to explain and identify developing trends.

**Prerequisites:** BMBA 9101

**ECON 7420 Managerial Economics (3 Credits)**

Economics of optimal managerial decision making. Application of a wide number of microeconomic principles and methods for the solution of typical managerial problems. Tested practices and cases used to demonstrate the optimal paths of decision making. Suspended. 3 credits

**ECON 7451 Econ of Money-Credit-Bank (3 Credits)**

Examines the roles of money and the credit system in the national economy. Reviews and evaluates the various approaches in monetary analysis. Evaluation of the instruments and conduct of monetary policy in light of present trends in economic activity.

**Prerequisites:** BMBA 9101

**ECON 7496 Economic Research (1 Credit)**

A research project is undertaken under the direction of a mentor. An adequate background in economics is a major part of the project approval process. Prerequisite: Permission of department. Offered: Fall, Spring. 1 credit

**ECON 7497 Economic Research (2 Credits)**

A research project is undertaken under the direction of a mentor. An adequate background in economics is a major part of the project approval process. Prerequisite: Permission of department. Offered: Fall, Spring. 2 credits

**ECON 7498 Economic Research (3 Credits)**

A research project is undertaken under the direction of a mentor. An adequate background in economics is a major part of the project approval process. Prerequisite: Permission of department. Offered: Fall, Spring.

**ECON 7499 Directed Research (3 Credits)**

A research project is undertaken under the direction of a mentor. An adequate background in economics is a major part of the project approval process. Prerequisite: Permission of department. Offered: Fall, Spring. 3 credits

**ECON 7760 Behavioral Economics (3 Credits)**

Theoretical and empirical analysis of the connection between economics and psychology, focusing on key areas such as rationality and choice under uncertainty, heuristics and biases, prospect theory, intertemporal choice, the psychology of incentives, social preferences, and the psychology of scarcity. Emphasis given to practical applications in economics, finance, marketing, and management.

**ECON 7915 Economics of Labor (3 Credits)**

Analytical approach to the labor force. Emphasis on labor productivity, its sources, effects and trends; labor markets; comparative wages; criteria and labor deployment evaluated by means of contemporary models and trends. Impact of labor on the national and international economies.

**Prerequisites:** BMBA 9101

**ECON 7950 Public Finance (3 Credits)**

Functions of the public sector in a market economy. Nature and economic effects of government activities; expenditures and sources of finance at the federal, state and local levels. Nature of budgeting. Income, consumption and wealth as bases of taxation. Federal budget and tax reform. Fiscal policy and public debt. Intergovernmental fiscal relations. Policy issues of the public sector.

**Prerequisites:** BMBA 9101