COMMUNICATION AND
LEADERSHIP

Program Director: Rosanne Hartman
Faculty in the Department of Communication Studies: John Dahlberg, Catherine Foster, Melissa Wanzer
Faculty in the Richard J. Wehle School of Business: Gordon Meyer, Howard Stanger, Ian J. Redpath, Paul L. Sauer, David J. Snyder, Gregory Wood
Adjunct Faculty: David Aragona, Nancy Lynch, Bernard Olszewski, Ray Pipitone

Degree: Master of Science

Introduction
The master’s degree in communication and leadership provides a blended approach to organizational leadership. Leaders of Fortune 500 companies cite communication as their number one function, spending approximately 70-80 percent of their efforts communicating. A growing number of corporate and organizational CEOs point to organizational effectiveness, intellectual capital and people as the critical elements required to compete and survive in today’s global economy. Effective leaders in the 21st century must have the ability to formulate and effectively communicate their ideas with conviction and power to inspire, motivate and persuade. Leaders must also empower, foster creativity, and promote collaboration and relationship building in order to effectively meet goals.

The MS in Communication and Leadership program is designed to address how communicative behaviors create and alter organizational processes and how organizations in which individuals interact affect communicative behaviors. Persuasion and other communication skills are strong predictors of performance, often more significant than both intelligence and personality traits. Courses provide insight into the complex relationship between leadership and communication in areas such as building and bridging networks of relationships, communicating expectations and goals, team building, motivating, and listening. The program blends functional knowledge and analytical skills with the ability to interact with others, understand and interpret behavior to communicate effectively. Organizational leaders persuade, motivate, communicate a shared vision and create an environment that enables them to lead effectively.

The master’s degree program in Communication and Leadership exists to meet the emerging need for a blended approach to organizational leadership. It provides persons working in the private, public and nonprofit sectors with the opportunity to understand their strengths as leaders and build on these strengths. The multidisciplinary program is directed toward current and future professionals in any facet of organizational communication, organizational development, human resources or general management, management of not-for-profits, and integrated marketing communication. The program combines theory and practical experience where students directly apply their knowledge in partnerships with organizations. The MS in Communication and Leadership is uniquely positioned to make more effective and more humane leaders in the changing work environment.

For more information about the program please visit our website. (https://www.canisius.edu/academics/programs/communication-and-leadership)

Admission
Applicants for admission to the Communication and Leadership program may be accepted as matriculants (master’s degree candidates) or as non-matriculants (graduate course credit students). In either instance, the same admission standards will apply. Prospective students must possess a baccalaureate degree from an accredited college or university, regardless of major field of study, and must present evidence of their qualifications to participate fully in a graduate level endeavor. The Admissions Committee evaluates applicants on the basis of academic records with a minimum undergraduate GPA 3.00, scores on the Graduate Record Exam (GRE) or Graduate Management Admissions Test (GMAT), professional accomplishments and subjective appraisal of motivation and the likelihood of successful program completion.

To qualify for admission, the student needs the following:

- Completed either a GRE exam (http://www.ets.org/gre) or GMAT exam (http://www.mba.com/the-gmat.aspx). Individuals graduating from undergraduate school at Canisius College with a 3.25 or higher have this requirement waived;
- Minimum undergraduate GPA of 3.00 or higher;
- Proof of successful completion of a baccalaureate degree from an accredited college or university, regardless of major field of study; and
- For international students and/or for applicants whose native language is not English, a completed TOEFL examination or IELTS exam is required (as well as the appropriate undergraduate credentials).

The Admissions Committee recognizes that an applicant’s background and experience may enhance the ability to succeed in this program. Those individuals who wish to have these experiences considered in the admission decision may submit letters of reference and/or information pertaining to such experience with the application form.

The Admissions Committee recognizes that some applicants may wish to begin the program prior to taking the GMAT or GRE. A program candidate whose QPA is 3.00 or higher may be admitted to the program as a provisionally accepted student for one academic semester. A student may take no more than nine semester hours of course work on a provisional basis. Candidates may also be accepted as a non-matriculating student eligible to complete nine credit hours of course work.

In order to apply, applicants need to complete an application form, have their GMAT, GRE and TOEFL scores or IELTS scores if applicant is an international student or a non-native English speaker forwarded from the testing service, provide two official transcripts of all college work, write a brief essay describing their interest in the Communication and Leadership program, and submit such other information as requested by the Graduate Admissions Office. Eligible students may enter in the fall, spring or summer semester. Preferred consideration will be given to those who complete the application process by June 15 for the fall, November 15 for the spring and April 15 for the summer.

Academic Standards
To receive the MS degree in Communication and Leadership, students must maintain a 3.00 QPA.
Students must maintain a 3.00 grade point average (a B average) to remain in good standing.

Students must be in good standing with a 3.00 cumulative average to be eligible to take the capstone course.

Any student receiving less than a C+ grade in two or more courses will be dismissed from the program.

**Academic Standing**

A student is placed on academic probation if:

- After completion of nine hours of course work, the student’s cumulative grade point average falls below a 2.70; or
- Any time after completion of nine or more hours of course work, the cumulative grade point average is less than 3.00.

A student may not be placed on academic probation more than twice.

A student may be dismissed from the program if:

- After completion of six hours of course work subsequent to being placed on academic probation, the cumulative grade point average is less than 3.00; or
- After completion of a second semester on academic probation, the student fails to meet the minimum QPA of 3.00. Two semester of academic probation include both consecutive and non-consecutive semesters.

**Requirements for All Students**

Meet the requirements stated in the graduate handbook for entry into the program.

Assume the responsibility of acquainting themselves with all requirements pertaining to the program of study and adhering to them.

Assume the responsibility of being familiar with their academic standing and the consequences connected to academic policy and procedures.

**Note:** For the purpose of these policies, an average, which includes all graduate coursework, is computed according to the values listed in the Academic Procedures section.

**Transfer Credit**

Graduate course work completed by a student at another accredited college or university may be accepted for transfer credit. Students desiring transfer credit should submit a written request to the program director for evaluation. The courses will be evaluated on content relevancy to the Communication and Leadership program and to specific coursework. No transfer credit will be awarded for grades below a "B" and not more than 6 credit hours of transfer credit will be accepted for the Communication and Leadership program.

All graduate work must be completed within five years. A student who has not taken a course in two successive fall and spring semesters is considered to have withdrawn from the program. Extensions to these time limits may be granted upon petition of the student to the director.

In keeping with the Jesuit tradition and the Canisius mission and goals, the MS graduate program in Communication and Leadership provides quality education with a strong commitment to academic excellence. We work to create opportunities for personal growth experiences. Such an environment actively engages faculty and students in the continuous process of teaching, learning and service to others. The Communication and Leadership curriculum encourages critical thinking and intellectual growth within a spiritual, moral and ethical frame.

**Academic Excellence**

The faculty in the Communication and Leadership program are committed to academic excellence, providing students with a quality education and creating personal growth opportunities.

**Care of the Individual**

Small class sizes facilitate an environment in which a dedicated faculty maintains focus on individual needs in order to attain success.

**Expert Faculty**

A combination of respected full time faculty, with academics and recognized business professionals as adjuncts provide each student with the maximum learning experience.

**Canisius Network**

Alumni are devoted to the success of Canisius and its students while the college focuses on continuing to develop strong relationships with classmates, faculty and administration.

**Objectives**

The program reflects Canisius’ objectives of combining functional knowledge and analytical skills in order to effectively conceptualize, manage, communicate and enhance skills within the corporate world.

**Program Details**

**Communication and Leadership Curriculum**

Total credit hours: 36

**Required Core Courses**

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<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>COM 602</td>
<td>Organizational Communication</td>
<td>3</td>
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<tr>
<td>COM 604</td>
<td>Persuasion and Social Influence</td>
<td>3</td>
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<tr>
<td>COM 610</td>
<td>Leadership</td>
<td>3</td>
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<tr>
<td>COM 605</td>
<td>Research Methods: Measurement and Analysis</td>
<td>3</td>
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<tr>
<td>MBA 502</td>
<td>Leadership in Organizational Behavior</td>
<td>3</td>
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<tr>
<td>COM 699</td>
<td>Capstone Project</td>
<td>3</td>
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Total Credits: 18

**Concentration #1 Organizational Leadership**

Leaders within organizations must be able to effectively communicate organizational vision, mission and goals in relation to expectations for individual behaviors. These key elements of an organization are understood within a society’s beliefs, values, structure and practices. This concentration bridges theory and practice of communication and leadership within an organizational setting.

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<tr>
<td>COM 630</td>
<td>Interpersonal Communication in Organizations</td>
<td>3</td>
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<tr>
<td>COM 620</td>
<td>Conflict, Facilitation and Communication</td>
<td>3</td>
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<tr>
<td>MBA 641</td>
<td>Human Resource Management</td>
<td>3</td>
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<tr>
<td>MBA 647</td>
<td>Organizational Change and Leadership</td>
<td>3</td>
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6 credit hours elective

Total Credits: 18

**Concentration #2 Managing Not-for-Profits**

Leaders in not-for-profit organizations must meet the challenges of fundraising, long-range planning and development in a time where
Students will:
- Relate to life.
- Develop an understanding of leadership theories and behaviors.
- Develop enhanced critical thinking skills.
- Process and be able to construct effective messages.
- Enhance their understanding of the communication process.
- Demonstrate knowledge of classical and contemporary theories of leadership and demonstrate the application of these theories to everyday life.
- Demonstrate communication competency in written format.
- Demonstrate communication competency in oral format.
- Develop an understanding of communication theory.
- Connect communication theory to everyday practice.

**Learning Goals & Objectives**

**Learning Goal 1**
Students will develop a capacity for thinking critically about leadership behaviors and understanding how leadership theories relate to life.

Students will:
- Objective A: Demonstrate knowledge of classical and contemporary theories of leadership and demonstrate the application of these theories to everyday life.
- Objective B: Design a new area of inquiry based on a body of communication research.
- Objective C: Analyze communication research; make inferences about the analysis using supporting evidence.
- Objective D: Apply knowledge by judging the value of the information.

**Learning Goal 2**
Students will enhance their understanding of the communication process and be able to construct effective messages.

Students will:
- Objective A: Demonstrate communication competency in written format.
- Objective B: Demonstrate communication competency in oral format.
- Objective C: Demonstrate an understanding of communication theory.
- Objective D: Connect communication theory to everyday practice.

**Learning Goal 3**
Students will develop enhanced critical thinking skills.

Students will:
- Objective A: Synthesize a body of knowledge in the communication field and illustrate an understanding of that body of knowledge.
- Objective B: Design a new area of inquiry based on a body of communication research.
- Objective C: Analyze communication research; make inferences about the analysis using supporting evidence.
- Objective D: Apply knowledge by judging the value of the information.

**Communication Studies (COM)**

**COM 599 Directed Study**
Student conducts original project and research paper directly connected to their area of concentration. Student also received practical experience within an organization related to their concentration. This course must be approved by the program director.

**Restriction:** must be approved by program director.

**COM 602 Organizational Communication**
This course focuses on the challenges of communication within organizational settings. Organizational communication theory, methods and practices are discussed and related to organizational life. Specific topics include the organizational mission, goals, change processes, conflict management, organizational culture, structure, leadership, and team dynamics. Current research is used to explore organizational communication processes.

**Offered:** every fall.

**COM 604 Persuasion and Social Influence**
The nature of social influence is discussed using persuasion theories and tactics, social influence and compliance gaining. Topics covered include: relationship between attitudes and behaviors, methods of conducting persuasion research, classic and contemporary persuasion and social influence theories, communicator characteristics and persuasability, verbal and nonverbal messages, structuring and ordering persuasive messages, and improving one’s ability to persuade others.

**Offered:** every spring.
COM 605 Research Methods: Measurement and Analysis  
This course examines quantitative approaches to theory building and methods of inquiry. The course will describe research issues and main methodologies used to study communication processes and provides the foundation material for the capstone project. Therefore, the end goal is to enable students to research, design and carry out a research project. COM 605 should be taken during the fall semester of the student's final academic year.
Restriction: must be taken during the final fall semester in the program.  
Offered: every fall.

COM 607 Health Communication  
This is an ideal course for students with an interest in health, communication, decision making related to healthcare, or improving healthcare delivery. Additionally, the health-related concepts, theories, models, research and guidelines discussed in this course are applicable to experiences in any type of work setting. Students who want to succeed in their professions should be able to extrapolate relevant concepts from this course and accurately apply them to their unique work experiences.  
Offered: occasionally.

COM 608 Risk Communication  
Risk communication is the process of transferring information from experts to non-experts, and back again, so that participants making a decision fully understand the nature and impact of their decision on factors important to them. Whether the issue at hand is one of health, safety, the environment, financances or any other decision involving uncertain outcomes, the process of risk communication is a key factor in building transparency and public trust for organizations and governmental entities. This course examines the communications science needed to meet the challenge of complex, uncertain, significant and long-range risks in a variety of settings.  
Offered: occasionally.

COM 610 Leadership  
This course focuses on the understanding of leadership processes and behaviors. Students will reflect on past and current leadership situations to gain an understanding of leadership behaviors. Assessments and reflection will be used to create an understanding of personal strengths. There is a strong emphasis on experiential learning and reflective behavioral practices as a basis for self-discovery and change. Students will take several assessments that measure personal style and behavior. Fees for licenses, assessment inventories and feedback reports are required for this course.  
Offered: every fall.

COM 615 Partnerships and the Not-for-Profit Organization  
Growing and strengthening our non-profit organizations through partnerships is one of the most important strategies available to organizational leaders today. Say the word 'collaboration' and everyone knows it is code for innovation, inspiration, new funding sources and a great deal of hard work. In this course, we will blend practice and theory to gain a deeper understanding and mastery of the process of collaboration. During our time together, we will use the power of our own partnership success stories and lessons learned in order to weave together key content areas of communication, collaboration and leadership in the non-profit.  
Offered: spring of even-numbered years.

COM 616 Fund Raising and Development at Not-for-Profit Organizations  
This course will introduce students to the principles and practices of fundraising and long-term development planning in the not-for-profit organization. Blended into each topic area is the professional code of ethics, advocacy and role and responsibilities. The course combines theory and practice by using case studies, in-class small group exercises, case writing, role plays and experience sharing.  
Offered: every fall.

COM 618 Seminar: Special Topics and Not-for-Profit Organizations  
The seminar experience concentrates on current issues and trends in not-for-profit organizations. Topics will vary to meet the changing challenges and opportunities not-for-profit organizations face in light of political climate changes and the evolution of public policy. Topics may include community building, the role of a board of directors, women's issues, aging, public policy, and globalization. The seminar will incorporate discussion of relevant theory and topical issues leading to independent research related to the selected topic(s).  
Offered: spring of odd-numbered years.

COM 620 Conflict, Facilitation and Communication  
The purpose of this course is to introduce students to the process of conflict, communication and facilitation within organizational settings. It is an introduction to several theoretical frames for studying and explaining the conflict process and applies these ideas to experiences in organizations. Conflict is discussed in relation to building community, mediation and negotiation strategies.  
Offered: summer of even-numbered years.

COM 621 Integrated Marketing Communication  
This course explores the theoretical and practical implications for managing and integrating marketing communications into commerce. A range of contemporary integrated marketing tactics and how they come together in an integrated plan will be discussed. The focus is on understanding the role and interplay of marketing, advertising and public relations in the IMC mix.  
Offered: every fall.

COM 622 Case Studies in Integrated Marketing  
The purpose of this course is to explore extant case studies in integrated marketing communication. The course covers major theoretical approaches to integrated marketing and organizational communication which affect the dynamic of corporate communication and marketing. Research tools will be introduced to help with analyzing and developing IMC plans and processes. Students will research and present their own case studies and remendations for an IMC plan for a local or regional company or organization.  
Offered: spring of odd-numbered years.

COM 630 Interpersonal Communication in Organizations  
This course focuses on theoretical and pragmatic acts of interpersonal communication in different types of relationships. During the semester we examine interpersonal theories, research, and skills anchored in the field of interpersonal communication. The main objectives of this course are to heighten students' self-awareness of their interpersonal communication skills and to understand the role that interpersonal communication plays in identity management and relationship development. Students will also identify specific interpersonal communication skills that can be used strategically to improve work relationships and outcomes.  
Offered: every other spring and/or summer.
COM 647 Organizational Change & Leader 3 Credits
This course focused on building a high performing work environment through leadership style and best organizational development practices. The course reviews frameworks and techniques to create strong cultures and teams. Specific topics include sustainable change using design, attitudes and organizational attributes, culture and leadership techniques that inspire sustainable change. Case studies in successful change are discussed.

Offered: occasionally.

COM 699 Capstone Project 3 Credits
This course examines quantitative approaches to theory building and methods of inquiry. The course will describe research issues and main methodologies used to study communication processes and provides the foundation material for the capstone project. Therefore, the end goal is to enable students to research, design and carry out a research project. Admitted with approval of program director only.

Prerequisite: COM 605.

Offered: spring.

Graduate Bus. Programs (MBA)

MBA 501 Management Information Systems 3 Credits
Businesses operate through their information systems: databases, data networks, supply chains and electronic commerce applications. This course provides an overview of a company's critical information infrastructure and data applications, and how IT can contribute to competitive advantage.

MBA 502 Leadership in Organizational Behavior 3 Credits
This course is designed to enrich students' understanding of behavior in organizations. Course study draws on the behavioral and social sciences to explore organizational phenomena in terms of individuals, groups and total organizational systems. The course stresses the role leadership plays in creating effective organizations, meeting employee needs, managing power relationships and revealing meaning in contemporary organizations.

MBA 503 Statistics for Managers 3 Credits
This course covers statistical concepts and techniques emphasizing problem solving and interpretation: descriptive statistics, probability distributions, estimation, hypothesis testing, contingency tables, analysis of variance and simple regression analysis.

MBA 504 Economics for Managers 3 Credits
This course introduces students to fundamental concepts and analytical tools of microeconomics and macroeconomics. Included are demonstrations of how economics can be used as a practical tool for problem solving. Emphasis in the course is placed on the application of theory to both managerial and public policy decision making. The following principles are emphasized: optimization subject to constraints, opportunity cost, specialization and exchange, markets and equilibrium, marginal decision making, short-run versus long-run outcomes and the importance of real economic variables.

MBA 505 Financial Accounting 3 Credits
Reporting the financial results of operations and financial position to investors, creditors, and managers; examination of problems that arise in the preparation, analysis and use of accounting data, with emphasis on the use of financial reports.

MBA 506 Foundations of Marketing Management 3 Credits
This course addresses the following topics that constitute modern marketing management in the 21st century: Developing marketing strategies and plans; Capturing marketing insights and performance; Connecting with customers; Building strong brands; Shaping the market offerings; Delivering and communicating value; and Creating successful long-term growth.

Offered: fall & spring.

MBA 507 Operations Planning and Control 3 Credits
Operations management involves the planning, coordinating and executing of all activities that create goods and services. The subject matter includes, but is not limited to, productivity, competitiveness, operations strategy, quality management, facility layout, new technologies, inventory management, just-in-time, demand and capacity planning within the firm.

Prerequisite: MBA 503.

Offered: fall, spring & summer.

MBA 508 Corporate Finance 3 Credits
This course provides an introduction to the basic tools of financial management. Topics covered include the goal of financial management, analysis of financial statements, the concept of cash flow, financial planning, time value of money, capital budgeting, the principles of stock and bond valuation, the risk/return tradeoff and capital markets theory, capital structure, cost of capital, dividend policy, working capital management and international aspects of finance.

MBA 509 Legal Environment and Ethics 3 Credits
Threshold knowledge for managers of the law in areas of contract, product liability, corporations, partnerships, employment and environment.

MBA 510 Managerial Environment and Ethics 3 Credits
Relationships of business and society with an emphasis on management and the integration of ethics and social issues in daily business practices.

MBA 526 Regression & Forecasting 3 Credits
Builds on the tools of statistical inference to address issues of estimation and hypothesis testing encountered in regression and time series analysis.

MBA 575 Systems Analysis and Design 3 Credits
In-depth coverage of information systems development. Topics include the systems development life cycle, analysis methods, data flow diagramming, design tools, and project management techniques and concepts.

Offered: spring 2017.

MBA 602 Computer Forensics 3 Credits
Introducing forensics tools to investigate computers, networks, Internet activities, Email, cell phones and other digital media devices to recover electronic evidence, even if deleted. Skills to investigate crimes involving computers or Internet.
MBA 603 MBA 507 3 Credits
This course builds upon the operations management principles discovered in Operations Management and extends them to strategic sourcing and its role in global supply chain management. Strategies, concepts, and terminology pertinent to the study of strategic sourcing will be discussed. Topics to be discussed include: purchasing process, purchasing policy and procedures, supply management integration, commodity strategy development, supplier evaluation and selection, supplier quality management, supply management development, worldwide sourcing, strategic cost management, tools and techniques, negotiation, contract management, law and ethics, trends, and performance measurement.
Offered: occasionally.

MBA 609 Competitive IT & Project Management 3 Credits
This course provides an introduction into IT Project Management and the interaction between IT and business teams. We will discuss the full project life cycle and how IT teams work from design and development through release and support.
Offered: occasionally.

MBA 610 Managerial Accounting 3 Credits
Preparation and analysis of data used by management in planning, budgeting, decision making, product costing, inventory valuation and performance evaluation.

MBA 611 Financing State & Local Government 3 Credits
Municipal credit risk and municipal bonds analysis of revenue sources for state and local governments. Public/private sector interaction in urban areas, city-suburban fiscal disparity and competition, state/local government structure, inter-governmental relations. This course also serves as a Finance elective.

MBA 612 Geographical Info Sys for Bus 3 Credits
An applied introduction to Geographic Information Systems (GIS), a mapping and spatial analysis tool that is widely used in education, government, and industry to solve spatial problems. This course combines lectures and hands-on exercises and provides students the opportunity to use ArcGIS software.

MBA 617 Portfolio Analysis 3 Credits
An introduction to modern portfolio theory and management. Strategies underlying portfolio construction and evaluation. Implications of market efficiency on portfolio management.

MBA 619 Financial Modeling 3 Credits
Programming in EXCEL via construction of custom functions and macros using Visual Basic. These techniques are applied to a variety of financial models.

MBA 620 Investment Management 3 Credits
This course introduces the student to the construction, management, and performance evaluation of investment portfolios. Primary topics include portfolio models, equilibrium in financial markets, market efficiency and the application of these concepts to the investment industry.

MBA 621 Money, Banking and the Economy 3 Credits
The connection between financial markets, the economy, and the Federal Reserve will be explored. This course will examine the nature of financial markets, the determination of interest rates, banking, money and monetary policy. Emphasis will be placed on the impact of monetary policy on the macro economy.

MBA 622 Financial Institutions and Markets 3 Credits
This course examines the changing world of financial services and the role that financial intermediaries and financial markets are playing in a rapidly consolidating industry with new benchmarks and success factors. Universal banking as the new model will be analyzed. Emphasis will be placed on contemporary issues as well as a review of the history of this evolving industry.

MBA 623 Fixed Income Securities 3 Credits
This course discusses the various types of fixed income securities and the markets in which they are traded. Emphasis is placed on contact evaluation, extracting term/risk structure information from pricing, evaluating, investment opportunities and interest rate risk management.

MBA 624 Golden Griffin Fund I 3 Credits
This course is the first of a two semester program in which students become equity analysts and portfolio managers responsible for 'real money' portfolio of common equity securities (the Golden Griffin Fund or 'GGF'). In the fall semester, students begin the process of stock selection and analysis, leading to recommendations for investment by the GGF. Students follow and discuss current events in the economy and financial markets, and monitor and produce written reports regarding current GGF portfolio positions. Students serve on committees, including: Accounting and Finance; Legal and Compliance; Marketing; Public Relations and Portfolio Management. Each committee will have certain responsibilities throughout the fall and spring semesters. Students taking MBA 624 are expected to continue into the spring semester in MBA 629.

MBA 625 Advanced Corporate Finance 3 Credits
This course provides an in-depth treatment of corporate financial management. Topics from the introductory course (MBA 508) are developed in greater detail with emphasis on the underlying theories and more extensive applications to financial decision making. Additional topics beyond the introductory level are presented and discussed. The class relies primarily on lectures, problems and case discussions.

MBA 626 International Finance 3 Credits
International Finance (also known as 'Open-Economy Macroeconomics') is the study of the monetary and economic linkages among countries. The main goal of this course is to equip students with an understanding of the global macroeconomic environment. The following topics will be covered: purchasing power parity, interest rate parity, exchange rate determination, international capital flows.

MBA 627 Multinational Banking 3 Credits
An in-depth study of practical applications and issues faced by internationally active, large and complex banking organizations. Emphasis is given to the applications related to Basel Accord and the impact it has on capital adequacy requirements, lending guidelines, and risk-based pricing by these financial institutions. Students will also learn the scope of international trade finance with a focus on how multinational banks handle import/export transactions in the global economy.

MBA 628 Derivative Securities 3 Credits
This course discusses forward and futures contracts, swaps and options. Markets for these securities are described and analyzed. Modern techniques for identifying over and undervalued contracts are presented. The use of derivative securities in risk management is discussed.
MBA 629 Golden Griffin Fund II  
This course is the second of a two semester program in which students become equity analysts and portfolio managers responsible for 'real money' portfolio of common equity securities (the Golden Griffin Fund or 'GGF'). In the spring semester, students begin the process of original equity research, leading to recommendations for investment by the GGF. Students continue to follow and discuss current events in the economy and financial markets, and monitor and produce written reports regarding current GGF portfolio positions. Committee work started in the fall semester continues as well.

MBA 630 Marketing Strategy  
3 Credits
Through the use of case analysis and computer simulation games, students will develop skills in applying and evaluating strategic marketing decisions. This course builds on the MBA 506 Foundation of Marketing Strategy course in that students will be expected to have mastered material in that course and be able to apply it to a series of cases or simulations of a competitive market environment. Application of statistical and other computer-based analytical techniques also go beyond what is covered in the foundation course. Strategic decisions in the cases used will be taken from a combination of the following strategic decision areas of marketing, the choice of which areas depending on the expertise of the instructor delivering the course and the nature of the cases available: 1) Product and Service Decisions, 2) Pricing and Related Decisions, 3) Integrated Marketing Communications Decisions, and 4) Supply Chain Marketing Decisions. Organization and control factors essential to implementation of effective marketing strategy that would be used in this course include 1) Developing and implementing a marketing budget, 2) Sales forecasting approaches and techniques, 3) Financial Statement Analysis, 4) Compensation planning for sales and marketing personnel, and 5) Marketing controls and Marketing Information Systems.

MBA 631 Marketing Research  
3 Credits
This course emphasizes survey-based marketing research. Students engage in a semester-long research project in which they interview a client, specify the research problem and an appropriate research design, do a secondary data search, design and administer a survey instrument (questionnaire), perform statistical data analysis and develop and present a report of their findings to the client. Course content also includes marketing databases, observational techniques, causal designs and various applied statistical techniques.

MBA 633 Global Logistics and Transportation  
3 Credits
Organization of export and import operations in support of marketing, distribution, production and other global business functions, freight forwarding, shipping procedures and selecting transportation modes and documentation. Special attention is given to the logistics of humanitarian relief and the efforts of Catholic Relief Services and other global agencies.

Prerequisites: MBA 506 & MBA 507.
Offered: spring, online only.

MBA 634 Consumer Behavior  
3 Credits
This course focuses on the application of information from the behavioral sciences (e.g. psychology, sociology, anthropology) to help understand consumer behavior. Emphasis is placed on understanding the factors that influence consumer behavior and developing the ability to apply this information to the practice of marketing. Additionally, students are encouraged to consider their own personal consumption behavior and to identify ways they can improve their consumption decision outcomes and reduce their susceptibility to undesirable external influences. Course topics include perception, memory, learning, persuasion, attitudes, materialism, behavioral decision theory, family and cultural influences.

MBA 636 International Marketing  
3 Credits
Issues involved in entering operations in an overseas market. Focus on identifying opportunities in world markets and adapting strategies to fill specific national market needs, inventory movement within the supply chain, network configuration and location, capacity and demand management, the value of information, strategic alliance, new product development, and technology and information impact in a global environment.

MBA 639 New Product Strategy  
3 Credits
This course examines marketing's increasingly important role in new product development. Advances in communication technologies have worked to enhance the consumer's role in the new product development process for both consumer and industrial goods. A key role of marketing is to bring the 'voice of the consumer' into the new product development process in a way that facilitates customer satisfaction. New technologies are also speeding up the new product development process and shortening product and brand life cycles. This course employs a 'learn-by-doing' approach to understanding concepts, techniques, tools, models and methods employed by marketing at various stages in the development and launch of new products.

MBA 640 Leadership and Management Skills Development  
3 Credits
This seminar provides students with opportunities to assess their current management skill levels and to better understand and internalize concepts and theories of leadership and organizational behavior through application. Focuses on an active-learning cycle of taking action, reflecting upon that action and its consequences, developing concepts and generalizations based upon such reflection, and testing of concepts by taking action in new situations. Topics include decision making, motivation, conflict management, exercising influence, supportive communication, interviewing, empowering and delegating.

MBA 641 Human Resource Management  
3 Credits
This course examines the critical functions and roles of human resource management (HRM) in complex organizations. Topics include the legal implications of HRM, job analysis and design, HR planning, recruitment and selection, training and development, performance management, compensation and benefits, and employee and labor relations. Most significantly, the course looks at managing people and the employment relationship from a strategic perspective.

MBA 642 Global Supply Chain Management  
3 Credits
Supply Chain Management addresses the integrated management of the set of value-added activities from product development, through material procurement from vendors, through manufacturing and distribution of the good to the final customer. The course will address inventory movement within the supply chain, network configuration and location, capacity and demand management, the value of information, strategic alliance, new product development and technology and information impact in a global environment.

Prerequisite: MBA 507.
Offered: fall & summer.

MBA 645 Fundamental of International Business  
3 Credits
This course introduces students to the aspects of business that change when an international border is crossed. Students examine the functional areas of business -- accounting, finance, economics, marketing and management -- and develop an understanding of the nature of competition in this complex environment.

Offered: fall.
MBA 647 Organizational Change and Leadership  3 Credits
Contemporary approaches through application of behavioral science concepts and tools. Systems concepts and operational components, need for change and development, action research and intervention strategies, overcoming resistance to change, managing paradigm shifts in organization culture.

MBA 648 Digital Marketing Strategies  3 Credits
Exact topics to be covered depend on recent advances and applications in digital marketing and social media.

MBA 649 Labor Relations  3 Credits
This course introduces the student to the development, structure and process of labor relations in the United States. While the main focus will be on the private sector, some attention will be paid to the public sector, especially in the areas of the law and dispute settlement. Topics covered are labor history, labor law, union administration, the organizing process, collective bargaining, contract administration, labor disputes and their resolution, labor-management cooperation, and current issues.
Offered: occasionally.

MBA 653 US Business History: Leadership in Context  3 Credits
This course examines how business leaders and others have responded over time to the environment in which their organizations are embedded. Among these external forces are the political and legal systems, culture, labor and consumers. The focus of this course will be on US Business History from the late 18th century to the present. Larger themes include the development of the business firm—from small to large—business-government relationships (the legal and regulatory system), work relations, consumer culture, the financial system, and other related topics.
Offered: occasionally.

MBA 657 Cyber Security  3 Credits
Technical, legal and policy defenses to protect databases and information systems. Topics considered include intrusion detection, malware, host- and network-based vulnerabilities and countermeasures, database security, identity theft and privacy.

MBA 658 Sustainability & System Dynamics  3 Credits
An introduction to systems thinking and system dynamics. Tools and computer models are used to help solve interdisciplinary problems including issues of environmental, human and economic sustainability.

MBA 660 Internship in Supply Chain Management  3 Credits
Non-routine job experience which links academic concepts with practical experience, specifically in the area of logistics and/or supply chain management. Requires supervision by faculty and student demonstration of academic value through papers and reports.
Prerequisite: student must complete a WSB Internship Application & obtain the approval of a faculty supervisor, department chair & the associate dean.

MBA 661 White Collar Crime  3 Credits
Psychological and sociological motivations of fraud perpetrators will be examined in depth. Crimes committed by 'respectable people' in positions of responsibility in private or public sector will be studied, looking at similarities and differences in behaviors. Discusses the nature of these crimes, how regulatory bodies and legal systems treat these criminals and how they seek to avoid detection and prosecution. Criminal procedure will be covered as it relates to such topics as search and seizure, due process and sentencing. The impact of this type of crime on individuals, organizations and society will be discussed.

MBA 664 Search Marketing  3 Credits
Search Engine Marketing (SEM) has become one of the most important marketing strategies for business organizations. SEM involves a variety of techniques designed to increase a company's visibility on popular search engines like Google, Yahoo and Bing. The course will cover Search Engine Optimization (SEO) strategies involving website development and web analytics as well as Pay-Per-Click (PPC) strategies using advertising programs like Google AdWords. As companies increasingly compete to drive customers to their websites, the skills covered in the course are becoming essential for modern marketing professionals and web designers.

MBA 668 IT Tools & Supply Chain Management  3 Credits
The course is intended to provide the graduate business student with an understanding of key concepts and range of automated tools employed in solving supply change management problems. MS Excel is stressed.

MBA 669 Multicultural Leadership  3 Credits
This course emphasizes the understanding of the skills that ethical and effective global business leaders need to have in order to manage the multiple cultural environments of international corporations. Students are tasked with the design of global leadership development programs for Graduate Business Programs and Corporations in order to demonstrate their understanding of the skills sets required.
Offered: summer.

MBA 671 Business Law and Legal Environment  4 Credits
Legal aspects of partnerships and corporations; substantive law of contracts, agency, bailments, accountants’ liability; Uniform Commercial Code, commercial paper and secured transactions; bankruptcy, SEC, antitrust law.

MBA 673 Comparative Management  3 Credits
This course emphasizes the students’ development as international managers and their understanding of the various environments within which they will be competing. Students study the impact of culture and value differences on the functional aspects of management – communication, negotiation, decision making, control, and human resources – and develop strategies for managing them in the international marketplace.

MBA 674 Business Analytics Using R  3 Credits
This course introduces students to the open source software language R. Students will access publicly available financial data, process and analyze the data using R code. Analysis of financial ratios, investment portfolios, options, CAPM, Monte Carlo simulation, Value at Risk modeling and market microstructure will be explored.

MBA 676 Quality Management  3 Credits
Quality management systems and their application to business will be covered in depth. This will include such topics as total quality management (TQM), ISO 9000, the Malcolm Baldrige Award and Six Sigma (6s). In addition, tools and techniques, and strategies used in quality management will be discussed.
Prerequisite: MBA 507.
Offered: occasionally.
MBA 680 International Business Seminar  3 Credits
Two to three weeks of travel in Europe, either between the fall and spring semesters or in the summer. Gives exposure to the international business environment and to business practices outside the U.S.A. Each of these trips involves programmed visits to international businesses, government agencies, and/or nonprofit organizations, as well as substantial free time. Contact the Management/Marketing department at 888-2640 for details of each trip. The course grade depends on the student's participation in question and answer sessions at the presentations as well as the quality of a paper to be written upon the student's return.

MBA 686 Doing Business in the European Union  3 Credits
This course is designed to prepare students to do business in the EU. Students examine the forces leading to the development and the implementation of the unique economic and political unit called the European Union. Students use their understanding of the history and the current issues impacting the continuing development of the European Union to develop strategies for doing business in the European Union.
Restriction: includes a one-week field experience in Europe during spring break.
Offered: spring.

MBA 690 Strategic Management and Leadership  3 Credits
Developing strategies for successful business operation and hands-on business analysis focusing on problem solving; student teams work with current business problems using analytical tools and skills developed from other courses.

MBA 698 Internship  1-3 Credits
Internships require an application and approval by the associate dean.
Prerequisite: student must complete a WSB Internship Application and obtain permission of a faculty supervisor, department chair, & the associate dean.

MBA 699 Independent Study  0.5-6 Credits
Independent studies require an application and approval by the associate dean.
Prerequisite: student must complete a WSB Independent Study Application and obtain permission of a faculty supervisor, department chair, & the associate dean.

MBA 701 Financial Accounting  3 Credits
For MBAPSA Students. Fundamental concepts and procedures of financial accounting with emphasis on asset and liability valuations and income determination.

MBA 702 Managerial and Cost Accounting  3 Credits
Preparation and analysis of data used by management for planning, control and performance evaluations; inventory valuation and reporting methods in manufacturing enterprises; standards and budgets.

MBA 707 Accounting Information Systems  3 Credits
Development, organization, and implementation of manual and electronic accounting information systems. Emphasis on flow charts and analysis, modification, and improvement of existing systems.

MBA 711 Intermediate Financial Reporting I  3 Credits
First of a two-course sequence. In-depth accounting concepts and theories pertaining to external financial reporting. Emphasis on theories surrounding asset valuations, liability and equity measurements, income determination and cash flows.

MBA 712 Intermediate Financial Reporting II  3 Credits
Second of a two-course sequence. In-depth accounting concepts and theories pertaining to external financial reporting. Emphasis on theories surrounding asset valuations, liability and equity measurements, income determination and cash flows.
Prerequisite: MBA 711.

MBA 715 Basic Taxation  3 Credits
Provisions of Internal revenue Code relating to the determination of income, exclusions, deductions and credits. Emphasis is on the individual and sole proprietors. The course includes learning basic tax research and communication skills.

MBA 716 Advanced Taxation  3 Credits
Internal Revenue Code provisions relating to taxation of corporations, shareholders; partnerships, estates, trusts and multistate taxation.

MBA 721 Advanced Financial Reporting  3 Credits
Accounting for corporate mergers and acquisitions, state and local government, non-profit institutions and foreign exchange transactions.

MBA 725 Auditing Theory and Practice  3 Credits
Generally accepted auditing standards and practice relevant to verification of historical financial statements; responsibilities and ethics pertinent to the public accounting profession; internal control evaluation; applying auditing programs; development of working paper documentation; the application of statistical sampling to gather audit evidence; the determination of the appropriate audit report for a given audit situation.

MBA 726 Advanced Auditing  3 Credits
Information system control design and auditing in the internet, electronic and paperless environment; management of security technology; operating and application system processing controls; prevention of unauthorized activity.

MBA 729 Not-for-Profit Accounting  3 Credits
Accounting and reporting issues that apply to governmental units, hospitals, schools, religious institutions and other non-profit organizations; budgetary procedures including appropriations and encumbrances.

MBA 750 Seminar in Accounting Theory  3 Credits
Standard setting procedures at the U.S. and international levels, accounting concepts and principles, contemporary accounting issues, concepts of income determination, database/library research to support or oppose accounting positions.

MBA 751 Seminar in Accounting Theory  3 Credits
Evaluating enterprise information, enterprise resource planning (ERP) system design and functionality, data integrity, use of financial and non-financial information for organizational decision-making, business process improvement and risk management.

MBA 752 Enterprise Systems  3 Credits
As determined with advisor and Department Chairperson.

MBA 803 Professional Leadership Series  1 Credit
A series of presentations that are designed to acquaint students with the tools needed to effectively manage in a competitive environment. Topics include the use of advanced spreadsheet techniques, internet security, data base management and ethics. Additionally, career path discussions take place led by former students, as well as past and prospective employers.
MBA 804 Professional Leadership Series 1 Credit
A series of presentations that are designed to acquaint students with the tools needed to effectively manage in a competitive environment. Topics include the use of advanced spreadsheet techniques, internet security, data base management and ethics. Additionally, career path discussions take place led by former students, as well as past and prospective employers.

MBA 809 Legal Environment and Ethics 3 Credits
Threshold knowledge for managers of the law in areas of contract, product liability, corporations, partnerships, employment and environment.

MBA 812 Equity Analysis 3 Credits
The analysis and valuation of equity securities is developed in stages using a case approach based on live publicly traded companies. Valuation models and the concept of value creation follows preliminary analysis of financial statements and market based financial information on risk and return.

MBA 822 Statistics for Managers 3 Credits
This course covers statistical concepts and techniques emphasizing problem solving and interpretation: descriptive statistics, probability distributions, estimation, hypothesis testing, contingency tables, analysis of variance and simple regression analysis.

MBA 823 Economics for Managers 3 Credits
This course introduces students to fundamental concepts and analytical tools of microeconomics and macroeconomics. Included are demonstrations of how economics can be used as a practical tool for problem solving. Emphasis in the course is placed on the application of theory to both managerial and public policy decision making. The following principles are emphasized: optimization subject to constraints, opportunity cost, specialization and exchange, markets and equilibrium, marginal decision making, short-run versus long-run outcomes and the importance of real economic variables.

MBA 824 Financial Accounting 3 Credits
Reporting the financial results of operations and financial position to investors, creditors, and managers; examination of problems that arise in the preparation, analysis and use of accounting data, with emphasis on the use of financial reports.

MBA 825 Leadership in Organizational Behavior 3 Credits
This course is designed to enrich students' understanding of behavior in organizations. Course study draws on the behavioral and social sciences to explore organizational phenomena in terms of individuals, groups and total organizational systems. The course stresses the role leadership plays in creating effective organizations, meeting employee needs, managing power relationships and revealing meaning in contemporary organizations.

MBA 840 Managerial Accounting 3 Credits
Preparation and analysis of data used by management in planning, cash and capital budgeting, decision making, product costing and performance evaluation.

MBA 841 Corporate Finance 3 Credits
This course provides an introduction to the basic tools of financial management. Topics covered include the goal of financial management, analysis of financial statements, the concept of cash flow, financial planning, time value of money, capital budgeting, the principles of stock and bond valuation, the risk/return tradeoff and capital markets theory, capital structure, cost of capital, dividend policy, working capital management and international aspects of finance.

MBA 843 Foundations of Marketing Management 3 Credits
This course provides a survey of the various environmental factors that affect marketing strategy decisions as well as the variety of strategic marketing decisions themselves. It also examines the research and other information gathering techniques available to managers and the psychological and economic foundations for consumer and buyer behavior. An understanding of buyer behavior is applied to the preliminary steps of segmentation of markets, targeting of segments and positioning of market offerings. The breadth of the material covered in this course prohibits an in-depth treatment in any area, yet cases and other forms of application to real world problems are used throughout the course to develop a richer understanding of the material covered.

MBA 847 Operations Planning and Control 3 Credits
Operations management involves the planning, coordinating and executing of all activities that create goods and services. The subject matter includes, but is not limited to, productivity, competitiveness, operations strategy, quality management, facility layout, new technologies, inventory management, just-in-time, demand and capacity planning within the firm.

MBA 874 National/International Economics 3 Credits
The determination of national income and product in the short run and long run. Unemployment, inflation, fiscal and monetary policy will be examined in the context of static and dynamic macroeconomic models. Exchange rates and international capital flows will also be discussed.

MBA 890 Strategy Management and Leadership 0 Credits
Students complete this course before MBA 897. The course lays the foundation to developing strategies for successful business operation and hands-on business analysis focusing on problem solving; student teams work with current business problems using analytical tools and skills developed from other courses.

MBA 897 Strategic Management & Leadership 3 Credits
Developing strategies for successful business operation and hands-on business analysis focusing on problem solving; student teams work with current business problems using analytical tools and skills developed from other courses.