MASTER OF BUSINESS ADMINISTRATION - 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. Pre-requisites: MBA 503, 505
Offered: fall, spring, & summer

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 511 Mobile Marketing & Business 3 Credits
With the widespread adoption of mobile technologies by consumers, mobile devices have become a new and powerful marketing channel. This course is designed to help students understand the underlying hardware and software technologies critical for mobile business, key mobile marketing strategies, mobile e-commerce, app marketing and analytics, and future trends in mobile marketing and business. The course will also cover important managerial issues including mobile IT security, the BYOD (Bring Your Own Device) trend and corporate policies for governing the use of mobile devices by employees.
Offered: occasionally.

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. Pre-requisites: MBA 503
Offered: Spring

MBA 539 Special Topics in Operations Planning and Control 3 Credits
Series of topics designed to target the professional certification examination conducted by APICS (The Association for Supply Chain Management). Topics include: demand management, master planning, capacity management, production activity control, inventory management, purchasing and physical distribution, and theory of constraints. Pre-requisites: MBA 507 or Permission of the Instructor.
Offered: occasionally

MBA 575 Systems Analysis and Design 3 Credits
In-depth coverage of information systems development. Topics include: systems development life cycle, analysis methods, data flow diagramming, design tools, and project management techniques and concepts. Pre-requisite: MBA 501
Offered: occasionally

MBA 582 Doing Business in Latin America 3 Credits
This course is designed to provide an introduction into the Latin American business environment and its impact on management practices. Latin America is a region of resource-rich, with rapidly developing economies with enormous potential for business. Some Latin American countries have experienced, and still are undergoing, drastic political and economic transformation. This course will help students understand the opportunities and business potential as well as risks and barriers of doing business in Latin American countries. This course uses cases that focus on managerial aspects relevant to investment, risk management, and Latin America cultural issues.
Offered: occasionally.
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. Pre-requisite: MBA 501
Offered: spring

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. Pre-requisite: MBA 501 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. Pre-requisite: MBA 505.
Offered: Fall & summer

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. Pre-requisite: MBA 526
Offered: summer

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 614 Retailing 3 Credits
The retailing industry is undergoing tremendous disruption with the explosive growth of e-commerce. Multi-channel retailing is becoming the norm and the marketing challenges are many, including delivery of omni-channel customer experiences. This course is a study of the many challenges in retail management today using one of the leading textbooks on the topic. Student activities in the course include midterm and final exams, assignments and discussions. Pre-requisite: MBA 506
Offered: summer

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. Pre-requisite: MBA 620 offered: fall evening & spring day

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. Pre-requisite: MBA 508
Offered: fall day

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. Pre-requisite: MBA 508
Offered: Fall evening

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. Pre-requisite: MBA 504 & MBA 508
Offered: occasionally

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. Pre-requisite: MBA 508 offered: Spring evening

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. Pre-requisite: MBA 508
Offered: Occasionally

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. Pre-requisite: MBA 508, MBA 620, concurrent with MBA 812. Student must apply in early spring before the upcoming fall semester Offered: fall

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. Pre-requisite: MBA 508
Offered: occasionally
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**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 504, MBA 508

**Offered:** Occasionally

**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. Pre-requisite: MBA 508

**Offered:** Summer

**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. Pre-requisite: MBA 508, 620

**Offered:** Occasionally

**MBA 629 Golden Griffin Fund II (3 Credits)**

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. Pre-requisites: MBA 628, MBA 812

**Offered:** Spring

**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. Pre-requisites: MBA 506, MBA 508

**Offered:** Fall, Spring, & Summer

**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 632 Marketing Data Analytics (3 Credits)**

This course is an introduction to big data and data analytics for business, data visualization, business intelligence (BI), data and text mining, and sentiment analysis. Students learn to use data visualization, dashboard, and data analytics software.

**Prerequisite:** MBA 506

**Offered:** Fall

**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.

**Prerequisites:** MBA 506

**Offered:** Every other Spring

**MBA 635 Sales Management (3 Credits)**

This course focuses on the activities and problems of first line field sales managers. Subjects include organizing the sales force, recruiting, training, personal selling, compensating and motivating the sales force, territory design, evaluation, and control of the sales force.

**Prerequisites:** MBA 506 Offered: Occasionally

**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. Pre-requisite: MBA 506 Offered: Summer and Fall
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 customer’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 customer’ 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. Pre-requisite: MBA 502. Offered: occasionally.

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. Prerequisites: MBA 503. Offered: occasionally.

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. Prerequisite: MBA 502. Offered: fall & spring.

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. Pre-requisite: MBA 502. Offered: spring.

MBA 648 Digital Marketing Strategies 3 Credits
Exact topics to be covered depend on recent advances and applications in digital marketing and social media. Pre-requisite: MBA 506. Offered: occasionally.

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. Pre-requisite: MBA 502. Offered: occasionally.

MBA 650 Introduction to Financial Planning 3 Credits
Survey of topics in wealth management and personal financial planning. Review development of the wealth management industry, including the evolution of the high-net-worth investor segment. Various approaches to asset management, benchmarks for evaluating portfolio performance, risk tolerance, and tax and estate planning issues will be explored. Prerequisite: MBA 620. Offered: fall.

MBA 651 Estate Planning 3 Credits
A new course that presents various aspects of estate and gift tax planning. The valuation, transfer, administration and taxation of property will be covered along with strategies to efficiently transfer wealth. Other topics include property law, wills, trusts, income, gift, and death taxation. A course required for those interested in pursuing CFP certification. Offered: fall.

MBA 653 History of American Capitalism 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 the 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. Prerequisite: MBA 501. Offered: summer.

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. Prerequisite: MBA 503. Offered: Occasionally.

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.

**Prerequisite:** MBA 506

**Offered:** Occasionally

### MBA 666 Negotiation Theory & Practice
3 Credits
Explores formal and informal ways that managers negotiate differences. The course considers negotiation with peers, supervisors, subordinates, suppliers, customers, outside agencies and others as a key managerial process and a component of effective leadership. It takes a broad view of negotiations, examining the links between effective negotiation processes and influence, communication and relationship-management. We will examine research and concepts developed in a number of academic fields, and look closely at personal skills and experiences. The course requires intense involvement in negotiation simulation exercises, and thoughtful application of theory and research.

**Offered:** Occasionally

### 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.

**Prerequisite:** MBA 506 offered: occasionally

### 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.

**Offered:** Spring

### 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. Pre-requisite: MBA 508

**Offered:** Occasionally

### 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 (6σ). 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.

**Offered:** Spring

### 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. Pre-requisites: All foundation last or second last semester in program

**Offered:** Fall, Spring, and Summer

### 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 MBAPA 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.
Prerequisite: MBA 501 offered: fall day & spring evening

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.
Prerequisite: MBA 701 offered: fall eve & spring day

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. Prerequisite: MBA 701
Offered: fall eve & spring day

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 grade of C-
Offered: spring day & summer

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.
Prerequisite: MBA 701 offered: fall eve & day

MBA 716 Advanced Taxation 3 Credits
Internal Revenue Code provisions relating to taxation of corporations, shareholders; partnerships, partners, estates, trusts and multistate taxation.
Prerequisite: MBA 715
Offered: spring eve & day

MBA 721 Advanced Financial Reporting 3 Credits
Accounting for corporate mergers and acquisitions, state and local government, non-profit institutions and foreign exchange transactions.
Prerequisite: MBA 712
Offered: fall day & eve

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. Pre-requisite: MBA 712
Offered: spring day & eve

MBA 726 Information Systems 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.
Prerequisite: C- or better in MBA 725.
Offered: every fall.

MBA 727 Advanced Audit 3 Credits
This course embeds the advanced study of auditing in an experiential professional context through case analysis, simulations, and professional standards. Emphasis is placed on the development of competencies such as critical thinking, professional judgment, professional skepticism, oral and written communication, ethical reasoning, and leadership and team building. Broad exposure to the professional accounting/auditing literature assists students in reflecting on course technical content.
Prerequisite: MBA 725.
Offered: every spring.

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. Pre-requisite: MBA 712
Offered: fall day & eve

MBA 751 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.
Prerequisite: MBA 712
Offered: spring day

MBA 752 Enterprise Systems 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. Prerequisite: MBA 707
Offered: spring day

MBA 799 Accounting Internship 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.
Prerequisite: MBA 508 must take with MBA 624
Offered: Fall day

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.
Offered: fall day

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.
Offered: every fall.

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. Pre-requisite: MBA 505 or MBA 824
Offered: spring day

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. Pre-requisite: MBA 824 & MBA 822 or MBA 503 & MBA 505
Offered: spring day

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. Offered: spring day.
Prerequisites: MBA 503 or MBA 822

MBA 876 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. Pre-requisite: MBA 822 & MBA 823 or MBA 503 & MBA 504
Offered: summer day

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. Students in One Year MBA Program only

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.