

MBA IN BUSINESS ADMINISTRATION

Master of Business Administration (MBA)

The Flexible MBA (<https://www.canisius.edu/academics/programs/evening-mba>) is designed for either full or part-time study. Working adults can complete their program of study on a part-time basis with courses in the evening only. Students attending full-time can take up to 12 credit hours a semester and complete the program in 16 months. The majority of students come from the Western New York area and they have a variety of undergraduate majors. Students may be eligible for a waiver of an MBA Foundation course (501-508) with two courses in similar content at the undergraduate level with a B or better in the last five years.

One Year MBA Program

The One Year MBA Program is a full-time program designed for individuals who wish to minimize the delay in starting their professional career or reduce the time away from their present career. This intense program begins in the fall semester and continues through the spring and summer semesters. Because of the special nature of this course of study, candidates for the One-Year MBA are admitted as a single group in the fall and complete the program together. Classes are during the day at the main campus. Students are not eligible for course waivers in the One-Year MBA Program.

Students participate in a professional leadership series for 1 credit hour in fall and spring. Students must successfully complete the Professional Leadership Series to graduate. The Professional Leadership Series includes: mentoring, skill training, and employer visits to campus.

For more information on the One Year MBA Program visit the degree webpage (<https://www.canisius.edu/academics/programs/one-year-mba>).

Admission

The MBA Program is open to any qualified holder of a bachelor's degree from a recognized college or university regardless of the undergraduate major field of study. The goal of the admission policy is the selection of those candidates who indicate the greatest potential for academic and professional achievement. The candidate for admission to graduate study must present evidence of qualifications to participate successfully in a graduate level academic endeavor.

The Admissions Committee, in its decisions, takes into consideration the undergraduate QPA (and any graduate QPA) and the scores on the Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE).

The average Cumulative GPA of an accepted student is a 3.0 and a 500 on the GMAT. Applicants should plan to take the GMAT/GRE at the earliest opportunity. Information is available online about the GMAT (<http://www.mba.com>) and the GRE (<http://www.ets.org/gre>). Applicants with 4+ years of professional work experience are evaluated for a waiver of the GMAT. Applicants must submit a resume.

In rare cases, applicants requiring the GMAT or GRE can be accepted in provisional status for one semester. Provisional status allows for a student to take one semester of coursework before the GMAT or GRE must be on file.

Each applicant must submit: (1) a completed application form, (2) an official transcript of all college work, (3) other information as requested by the Admissions Committee. In addition, the applicant must arrange for an official score on the GMAT or GRE to be submitted by the Graduate Management Admission Council or by Educational Testing Service.

Academic Standing

Students must have a CGPA of 2.8 to graduate

MBA – Flexible MBA (full or part-time)

A student is placed on academic probation if:

1. After completion of six hours of course work, the student's cumulative grade point average is 2.00 or lower,
2. Any time after completion of nine or more hours of course work, the cumulative grade point average is less than 2.80.

A student may be dismissed from the program if:

1. After completion of six hours of course work, subsequent to being placed on academic probation, the cumulative grade point average is less than 2.0,
2. After completion of at least 18 hours of course work, the cumulative grade point average is less than 2.80. A student may be dismissed without having been placed on probation first.

One Year MBA

1. A student may be dismissed from the program if the student's QPA is 2.3 or lower, or if they fail or withdraw from a course upon completion of the first semester.
2. A student will be placed on academic probation if the student's QPA is greater than 2.3 but less than 2.80 upon completion of the first semester.
3. A student may be dismissed from the program if the student's QPA is less than 2.80, or they fail a course upon completion of the second semester.

A student must have a QPA of at least a 2.80 to graduate. Students dismissed from the One Year MBA Program can request to be evaluated for the Flexible MBA Program.

Transfer Credit

MBA course work completed by a student at another AACSB 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.

No transfer credit will be awarded for courses with grades below "B" and not more than 18 credit hours of transfer credit will be accepted. Transfer credit is usually not allowed for the One-Year MBA program.

Transfer students in the MBA Program must complete more than 50% of their program at Canisius.

MBA students at Canisius College who wish to transfer graduate course work from another institution must have the prior written permission from the director of MBA Programs.

The Jesuit Consortium (JEBNET), of which Canisius is a member, allows MBA students from another Jesuit institution to readily transfer coursework upon approval of the program director.

Flexible MBA Curriculum (Full- or Part-Time)

(student may take classes during the day depending on availability)

Code	Title	Credits
Foundation Level		
MBA 501	Management Information Systems	3
MBA 502	Leadership in Organizational Behavior	3
MBA 503	Statistics for Managers	3
MBA 504	Economics for Managers	3
MBA 505	Financial Accounting	3
MBA 506	Foundations of Marketing Management	3
MBA 507	Operations Planning and Control	3
MBA 508	Corporate Finance	3
Ethics		
MBA 509	Legal Environment and Ethics	3
or MBA 510	Managerial Environment and Ethics	
Core Areas		
Select three credit hours in each of the three of the following areas:		9
Other courses as designated by the department		
Accounting:		
MBA 610	Managerial Accounting	
Finance:		
MBA 620	Investment Management	
MBA 621	Money, Banking and the Economy	
MBA 622	Financial Institutions and Markets	
MBA 625	Advanced Corporate Finance	
MBA 627	Multinational Banking	
Other Finance courses as designated		
Management:		
MBA 641	Human Resource Management	
MBA 642	Global Supply Chain Management	
MBA 653	History of American Capitalism	
Marketing:		
MBA 630	Marketing Strategy	
Technology:		
MBA 526	Regression & Forecasting	
MBA 602	Computer Forensics	
MBA 668	IT Tools & Supply Chain Management	
Concentration or Electives		
Select 9 credit hours		9
Capstone		
MBA 690	Strategic Management and Leadership (take in the second last to last semester)	3
Total Credits		48

Concentrations

Concentrations offered: Financial Services, Global Supply Chain Management, Health Information Technology, International Business, Marketing in the new Economy, and Securities Analysis. The Securities Analysis concentration requires an application process in January for the following fall semester.

Dual concentrations: Students are eligible to concentrate in more than one area. For dual concentrations, the program will be longer than 48 credit hours. A student must take at least two electives specific to that concentration area that does not count in another concentration area.

Note: The list of concentration courses may be amended and other courses may be designated by the department to count as electives for a concentration.

Financial Services

Code	Title	Credits
Complete a finance course in the core area		
Select three additional courses from the following:		9
MBA 617	Portfolio Analysis (Prerequisite: MBA 508)	
MBA 619	Financial Modeling (Prerequisite: MBA 508)	
MBA 620	Investment Management (Prerequisite: MBA 508)	
MBA 621	Money, Banking and the Economy (Prerequisite: MBA 504)	
MBA 622	Financial Institutions and Markets (Prerequisite: MBA 508)	
MBA 623	Fixed Income Securities (Prerequisite: MBA 508)	
MBA 624	Golden Griffin Fund I (Prerequisite: Consent of Instructor)	
MBA 625	Advanced Corporate Finance (Prerequisite: MBA 508)	
MBA 626	International Finance (Prerequisite: MBA 508)	
MBA 627	Multinational Banking (Prerequisite: MBA 508)	
MBA 628	Derivative Securities (Prerequisite: MBA 508)	
MBA 629	Golden Griffin Fund II (Prerequisite: Consent of Instructor)	
MBA 812	Equity Analysis (Prerequisite: MBA 508)	

It is suggested that students intending to complete a finance concentration also complete MBA 610 and MBA 526 as part of their core requirements.

Global Supply Chain Management

Code	Title	Credits
Student must complete the following 2 courses		9
MBA 633	Global Logistics and Transportation (Prerequisites: MBA 506, MBA 507)	
MBA 642	Global Supply Chain Management (Prerequisites: MBA 507)	
Select one of the following:		
MBA 526	Regression & Forecasting	
MBA 626	International Finance	
MBA 639	New Product Strategy	
MBA 660	Internship in Supply Chain Management	
MBA 680	International Business Seminar	

Health Information Technology

Code	Title	Credits
Students must complete all three of the following courses:		
HIT 515	Introduction to Health Information Technology	3
HIT 600	Health IT Workflow	3
HIT 635	Planning, Management, and Leadership for Health IT	3

International Business

Code	Title	Credits
Select three of the following:		9
MBA 633	Global Logistics and Transportation (Prerequisites: MBA 506, MBA 507)	
MBA 636	International Marketing (Prerequisite: MBA 506)	
MBA 642	Global Supply Chain Management (Prerequisite: MBA 507)	
MBA 645	Fundamental of International Business	
MBA 669	Multicultural Leadership	

Marketing

Code	Title	Credits
Complete MBA 630 in the core area		
Select three of the following:		9
MBA 631	Marketing Research	
MBA 634	Consumer Behavior	
MBA 636	International Marketing	
MBA 639	New Product Strategy	
MBA 648	Digital Marketing Strategies	

Securities Analysis Concentration

Code	Title	Credits
MBA 617	Portfolio Analysis	3
MBA 620	Investment Management	3
MBA 624	Golden Griffin Fund I	3
MBA 629	Golden Griffin Fund II	3

One Year MBA Curriculum

Code	Title	Credits
MBA 501	Management Information Systems	3
MBA 822	Statistics for Managers	3
MBA 823	Economics for Managers	3
MBA 824	Financial Accounting	3
MBA 825	Leadership in Organizational Behavior	3
MBA 803	Professional Leadership Series	1
MBA 840	Managerial Accounting	3
MBA 841	Corporate Finance	3
MBA 843	Foundations of Marketing Management	3
MBA 847	Operations Planning and Control	3
MBA 526	Regression & Forecasting	3
or MBA 645	Fundamental of International Business	
MBA 804	Professional Leadership Series	1
MBA 876	National/International Economics	3
MBA 809	Legal Environment and Ethics	3
MBA 897	Strategic Management & Leadership	3
MBA Electives (3 courses)		9
Total Credits		50

Students can earn concentrations in financial services, international business, and marketing by completing 9 credit hours of electives in that area. Concentrations will be reflected on a student's transcript. Students can choose not to concentrate and take electives from all different areas.

Leadership Development Series will include mentoring, skills training, employer visits, and leadership development activities.

One Year MBA Roadmap

(courses are subject to change)

Fall	Spring	Summer
MBA 501	MBA 840	MBA 809
MBA 822	MBA 841	MBA 876
MBA 823	MBA 843	MBA 897 (Started in late spring)
MBA 824	MBA 847	MBA Electives (9 credit hours with or without an internship)
MBA 825	MBA 526 or 645	
MBA 803	MBA 804	

Electives will be offered in the evening over the summer.

Learning Goals & Objectives

Student Learning Goal 1

MBA graduates will understand global operations management and marketing concepts.

Students will:

- Objective A: Explain how value is created and managed throughout the product lifecycle, using marketing strategy and supply chain management in a dynamic environment;
- Objective B: Demonstrate a capacity to apply business knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.

Student Learning Goal 2

MBA graduates will apply quantitative methods in accounting, finance and statistics.

Students will:

- Objective A: Apply and interpret quantitative methods and statistical analyses;
- Objective B: Perform and interpret standard accounting and financial computations, including cash flow and time-value-of-money calculations, cost-benefit analysis, and capital budgeting to evaluate the merits of a proposed investment;
- Objective C: Develop and reinforce critical thinking and argumentation skills with emphasis on problem identification from various viewpoints, causal diagnosis, and solution development.

Student Learning Goal 3

MBA graduates will have a fundamental knowledge of human behavior and market structures in a global context.

Students will:

- Objective A: Demonstrate an understanding of how cultural differences and human diversity impact business decisions;

- Objective B: Demonstrate an understanding of market structure, macroeconomic, and international environments within which businesses operate, including the roles of financial institutions, the central bank, and central governments.

Student Learning Goal 4

MBA graduates will understand ethical frameworks in managerial decision-making and leadership.

Students will:

- Objective A: Demonstrate knowledge of multiple frameworks for ethical decision making, and how they apply to different business situations in a socially responsible manner;
- Objective B: Demonstrate knowledge of corporate governance issues and the responsibilities of business in society and the fiduciary responsibilities of managers, including ethical reporting;
- Objective C: Describe issues pertaining to social responsibility;
- Objective D: Identify situations when ethical leadership is required.

Student Learning Goal 5

MBA graduates will understand how Information Technology supports business strategy and operations.

Students will:

- Objective A: Have the information literacy skills necessary to effectively research, locate, extract, structure, and organize the information needed to assist in management planning, decision making and execution;
- Objective B: Demonstrate proficiency with data management software.

Student Learning Goal 6

MBA graduates will understand and effectively apply elements of leadership to individuals and group dynamics.

Students will:

- Objective A: Demonstrate awareness of conventional and innovative approaches to leadership and motivation;
- Objective B: Gain experience in teamwork and communication through involvement in experiential exercises including group presentation of case studies.

Courses

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 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 or MBA 822.

Offered: Spring

<p>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</p>	<p>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</p>
<p>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.</p>	<p>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</p>
<p>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</p>	<p>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</p>
<p>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</p>	<p>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</p>
<p>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.</p>	<p>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</p>
<p>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</p>	<p>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</p>
<p>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</p>	
<p>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</p>	
<p>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</p>	

- 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 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 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: MBA506 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 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 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 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 (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.

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 One Year Courses

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 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 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 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.

***Students will take 9 credit hours of MBA electives over the summer for course descriptions of MBA electives see the MBA courses above.**