

MBA IN BUSINESS ADMINISTRATION

Master of Business Administration (MBA)

Our nationally ranked MBA program combines flexibility with personal attention, and includes the top part-time MBA among private institutions in Western New York.

With a degree from the Wehle Business School, you gain a strong foundation of knowledge in key business areas and an extensive professional network of mentors and peers.

ONE DEGREE 3 PATH'S:

1. Fulltime Program - Students can complete the degree in 4 semesters by taking 4 courses a semester including summer. Students will take online and on campus courses. On campus courses may be offered during the day.
2. Part-time Program - Students can complete degree by attending part-time at their own pace. On average students take 2 courses a semester. Students can complete this degree by taking only evening courses.
3. Part-time Online Program - Students can complete degree by taking 2 courses a semester online including summer.

The following concentrations are available depending on program and time to completion:

- Accounting - Director Approval
- Financial Services
- Food Marketing - Offered through St. Joe's University in Philadelphia (online)
- Global Supply Chain Management
- Marketing
- Security Analysis - Requires day time availability

MBA Curriculum

All students are required to complete the Leadership & Professional Development Program. Upon completion of the courses students will receive a LPD certificate and electronic badge.

Code	Title	Credits
Leadership & Professional Development Courses		
BUS 601	Navigating Your Professional Journey ¹	.5
BUS 602	Career Compass ¹	.5
Foundation Courses		
ECO 503	Statistics for Managers with Excel	3
ACC 505	Financial Accounting	3
ECO 511	Macroeconomics	1.5
MGT 512	Principles of Management	1.5
Core Area Courses		
ACC 610	Managerial Accounting	3
ECO 606	Managerial Economics	3
ECO 609	Business Analytics for Managers	3
FIN 608	Corporate Finance	3
LAW 603	Legal Environment & Ethics	3

MKT 604	Marketing Management	3
MGT 605	Organizational Behavior	3
MGT 607	Operations Management & Sustainability	3
Electives or Concentration Courses		9
Select three additional MBA courses. ²		
Capstone		
MGT 690	Strategic Management and Leadership	3
Total Credits		46

- ¹
- BUS 601 must be taken first semester
 - BUS 602 must be taken second semester

- ² Electives are listed in "courses (p. 3)" tab. Other courses may be approved by program director.

Concentrations Accounting

Code	Title	Credits
Students must secure Graduate Business Director approval to pursue this concentration. Accounting courses are offered day only.		
Must complete ACC 711 and ACC 715		
ACC 711	Intermediate Financial Reporting I	3
ACC 715	Basic Taxation	3
Choose one of the following courses:		3
ACC 707	Accounting Systems and Analytics	
ACC 712	Intermediate Financial Reporting II	
ACC 716	Advanced Taxation	
Total Credits		9

Note that this concentration does **not** qualify a student to sit for the CPA exam. Students interested in doing so should consider the MBA in professional accounting program, which would also satisfy the accounting core in the MBA program.

Financial Services

Code	Title	Credits
Select three courses from the following:		9
FIN 617	Portfolio Analysis	
FIN 619	Financial Modeling	
FIN 620	Investment Management	
FIN 623	Fixed Income Securities	
FIN 626	International Finance	
FIN 628	Derivative Securities	
FIN 650	Introduction to Personal Financial Planning (CFP qualified)	
Students can take either ECO 621 or FIN 622, but not both.		
ECO 621	Money, Banking and the Economy	
FIN 622	Financial Institutions and Markets	
Total Credits		9

Other courses to be determined by the department.

Food Marketing (offered through Saint Joseph's University)

Code	Title	Credits
Students must select 3 courses from the following: 9		
FMK 711	Food Industry Overview & Food Marketing Management	
FMK 713	Food Marketing Strategy	
FMK 722	Food Marketing Research	
FMK 726	Innovation and New Product Development	

Global Supply Chain Management

Code	Title	Credits
Student must complete the following 2 courses		
MGT 642	Global Supply Chain Management	3
MKT 633	Global Logistics and Transportation	3
Select one of the following: 3		
FIN 626	International Finance	
ACC 707	Accounting Systems and Analytics	
MGT 699	Management Independent Study	
BUS 698	Internship	
Total Credits		9

Marketing Concentration

Code	Title	Credits
Select three of the following: 9		
MKT 614	Retailing	
MKT 637	Social Media Marketing	
MKT 634	Consumer Behavior	
MKT 648	Digital Marketing Strategies	
MKT 664	Search Marketing	
Students can take either MGT 642 or MKT 633, but not both.		
MKT 633	Global Logistics and Transportation	
MGT 642	Global Supply Chain Management	

Security Analysis

Code	Title	Credits
Students must complete the following 4 courses below. Security Analysis Concentration requires students to apply for concentration. 12		
FIN 620	Investment Management	3
FIN 624	Golden Griffin Fund I	3
FIN 629	Golden Griffin Fund II	3
FIN 812	Equity Analysis	3

Roadmap

Flexible MBA Program (Full-Time with Foundation Courses)

Students may be eligible for a waiver of an MBA Foundation course with two courses in similar content at the undergraduate level with a B or better in the last five years. For those without the foundation course waiver, they can begin with the following roadmap for students without a business background:

Foundation Courses

Summer

These preparatory courses are prerequisites for the MBA program. Students with a business undergraduate degree may have some or all of these courses waived. Students without a business background will need to take the following prior to starting at Canisius:

ACC 505

ECO 503

ECO 606

LAW 603

In addition, students can get begin to take the following during this term:

BUS 601

Elective

MBA Courses

First Year

Fall

MGT 605

ECO 609

BUS 602

ECO 511

MGT 512

MKT 604

Elective

Spring

ACC 610

FIN 608

MGT 607

MGT 690

Elective

Flexible MBA Program (Full-Time without Foundation Courses)

Students may be eligible for a waiver of an MBA Foundation course with two courses in similar content at the undergraduate level with a B or better in the last five years. Those student can begin with the following courses:

First Year

Fall

ACC 610

FIN 608

MGT 605

MKT 604

BUS 601

Elective

Spring

ECO 609

LAW 603

MGT 607

BUS 602

Elective

Summer

ECO 606

MGT 690

Elective

Flexible MBA Program (Part-Time)

This part-time roadmap includes the Foundation Courses. Those part-time students with business backgrounds may have one or more of these courses waived. If so, your roadmap may look different. Please consult your program director.

First Year

Fall

ECO 503

ECO 511
& MGT 512

Spring

ACC 505

MGT 605

BUS 602

Summer

FIN 608

LAW 603

Second Year

Fall

MGT 607

MKT 604

Spring

ACC 610

Elective

Summer

ECO 609

Elective

Third Year

Fall

ECO 606

Elective

Spring

MGT 690

Learning Goals and Objectives

We are committed to developing professionals who have depth of expertise in business functions combined with breadth of leadership and professional skills for success in today's dynamic business environment. Our graduates will:

1. Understand ethical behavior and sustainability concepts
 - A. Canisius graduates will be able to identify principled and ethical solutions to business problems.
 - B. Canisius graduates will be able to assess the potential social, economics, and environmental impact of business decisions on relevant stakeholders.
2. Make well-informed business decisions by demonstrating the ability to identify and solve business problems through quantitative and qualitative reasoning.
 - A. Canisius graduates will be able to interpret data, employ quantitative reasoning, and apply appropriate analytical tools to derive data-driven decisions.
 - B. Canisius graduates will be able to evaluate and incorporate contextual information in the decision-making process [and generate positive solutions].
3. Understand how functional areas of business impact business strategy
 - A. Canisius graduates will understand how functional areas impact business strategy, and give examples as to how decisions in these areas can be structured to improve organizational performance and positively impact all stakeholders. (Undergrad)
 - B. Canisius graduates will apply knowledge of functional areas to evaluate business strategy goals that are designed to improve organizational performance and positively impact all stakeholders.
4. Be career-ready professionals who are prepared to lead
 - A. To prepare students to be career-ready by creating a professional brand, assessing leadership and skill capabilities and ascertaining a career path. Students will develop job search skills, master the interview and cultivate a professional network.

Courses

Accounting (ACC) Courses (p. 3), Leadership & Professional Development Business (BUS) Courses (p. 4), Economics (ECO) Courses (p. 4), Finance (FIN) Courses (p. 5), Business Law (LAW) Courses (p. 6), Management (MGT) Courses (p. 6), Marketing (MKT) Courses. (p. 8)

Accounting (ACC) Courses

- ACC 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.
Offered: every fall & spring.
- ACC 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.
Prerequisite: MBA 505 or ACC 505.
Offered: Fall & spring.
- ACC 707 Accounting Systems and Analytics** **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: ACC 505.
Offered: every fall & spring.
- ACC 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
Prerequisite: ACC 505.
Offered: every fall.
- ACC 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 OR ACC 711 grade of C-.
Offered: every spring.
- ACC 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 OR ACC 701.
Offered: every fall.
- ACC 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 OR ACC 715.
Offered: every spring.
- ACC 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 OR ACC 712.
Offered: every fall.

ACC 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.

Prerequisite: MBA 712 OR ACC 712.

Offered: every fall.

ACC 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 OR ACC 725.

Offered: every fall.

ACC 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 OR ACC 725.

Offered: every spring.

ACC 731 Data Analytics in Accounting 3 Credits

Data analytics theories and concepts applied to accounting settings. Emphasis on business intelligence, data analytics models, data visualization, data storytelling, and descriptive, predictive, and prescriptive analytics. Students apply data analytic concepts through data storytelling and the use of analytics software.

Prerequisite: ACC 707 or BAN707.

Offered: every fall & spring.

ACC 741 Fraud Examination Detection and Deterrence 3 Credits

The course will concentrate on financial fraud, white-collar crime, how financial fraud is perpetrated, approaches to fraud investigations and documentation, and fraud detection and prevention. Ethical issues in fraud examination and investigation will be covered as well as strategies and tools for fraud deterrence in organizations.

Prerequisite: ACC 301 or ACC 711.

Offered: occasionally.

ACC 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 711 or ACC 711.

Offered: every fall.

ACC 752 Strategic Performance Analytics 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

Prerequisite: MBA 707 OR ACC 707.

Offered: every spring.

BUS Courses (p. 4)**BUS 601 Navigating Your Professional Journey** 0.5 Credits

This course is about preparing our students for their next steps after graduate school.

Offered: every fall & spring.

BUS 602 Career Compass 0.5 Credits

Students will go over skills needed to obtain a job.

Prerequisite: BUS 601.

Offered: every fall, spring, & summer.

BUS 698 Internship 0.5-6 Credits

Student works in an organization to gain work experience. As the internship is for academic credit, a student will have to secure a faculty supervisor and will have to complete academic assignments. Approval of an internship requires the completion of an application located in the student's portal.

Offered: every fall, spring, & summer.

BUS 699 Graduate Business Independent Study 3 Credits

Students are working on a special project or course related to content of their graduate business degree.

Offered: occasionally.

Economics (ECO) Courses**ECO 503 Statistics for Managers with Excel** 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.

Offered: every fall, spring, & summer.

ECO 511 Macroeconomics 1.5 Credits

This course is designed to acquaint the student who has had no previous macroeconomic training with the body of knowledge, methods of analysis related to the global macroeconomic environment. The underlying models and their impacts on decision-makers is the focus of the course.

Offered: every fall, spring, & summer.

ECO 606 Managerial Economics 3 Credits

This course is designed to acquaint students with market forces that affect the decision making process of managers. It provides the analytic framework to understand consumer behavior, production technology, and input costs. Students will also learn how markets and the global environment influence managers, set prices and respond to the strategies of their competitors for long term firm sustainability.

Offered: every fall, spring, & summer.

ECO 607 Intermediate Microeconomics 3 Credits

Analysis of demand and supply under various market structures. Cost and production theory, factor pricing, and welfare economics.

Prerequisite: ECO 511 & ECO 606.

Offered: every fall.

ECO 609 Business Analytics for Managers 3 Credits

This course builds on the tools of statistical inference developed in MBA 503 to address issues of estimation and hypothesis testing encountered in regression analysis and forecasting. A comprehensive introduction to econometric modeling and forecasting will be provided. Emphasis will be placed on application. interpretation and evaluation of forecasts.

Prerequisite: ECO 503.

Offered: every fall, spring, & summer.

ECO 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.

Prerequisite: MBA 526 or ECO 526.

Offered: occasionally.

ECO 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.

Prerequisite: MBA 504 or ECO 504.

Offered: every fall.

Finance (FIN) Courses**FIN 608 Corporate Finance 3 Credits**

This course provides the basic tools of Financial Management. It introduces you to the goal of Financial Management, analysis of financial statements, the concepts of cash flow, financial planning, time value of money, capital budgeting, the principles of valuation, the concepts of return and risk, the use of financial leverage, the cost of capital, dividend policy and working capital management.

Prerequisite: ACC 505 and ECO 503.

Offered: every fall, spring, & summer.

FIN 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.

Prerequisite: MBA 620 or FIN 620.

Offered: every fall.

FIN 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.

Prerequisite: FIN 608, FIN 508, or MBA 508.

Offered: every fall.

FIN 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.

Prerequisite: FIN 608, FIN 508 or MBA 508.

Offered: every fall, spring, & summer.

FIN 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.

Prerequisite: MBA 508 or FIN 508.

Offered: every spring.

FIN 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.

Prerequisite: MBA 620 or FIN 620.

Offered: every fall.

FIN 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. Student must apply in early spring before the upcoming fall semester **Offered;** fall

Prerequisite: MBA 620 or FIN 620 concurrent with MBA 812 or FIN 812.

Offered: every fall.

FIN 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

Prerequisite: MBA 508 or FIN 508 and MBA 504 or ECO 504.

Offered: Occasionally.

FIN 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.

Prerequisite: MBA 620 or FIN 620.

Offered: occasionally.

FIN 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.

Prerequisite: either MBA 624 or FIN 624 and either MBA 812 or FIN 812.

Offered: every spring.

FIN 650 Introduction to Personal Financial Planning (CFP qualified) 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 or FIN 620.

Offered: fall.

FIN 652 Risk Management & Insurance 3 Credits

Globalization, technological advances and their subsequent adaptations by enterprises and economies has led to rapid changes in how risks are evaluated and mitigated. The ability to identify/anticipate, measure, financially and operationally manage, mitigate and communicate risk exposures faced by an organization is essential to its business success. Moreover, the ability to communicate the various impacts and consequences of material risk exposures to executive management and other enterprise stakeholders is becoming a critical management skill. In this course we will discuss processes used by organizations to manage the risks that they face, with an emphasis on the types of risk commonly handled through the commercial insurance market. Coursework will address the costs and benefits of risk management, the goals of the process and the methods available to manage risks. Methods covered include traditional and nontraditional mitigations including retention, commercial insurance, captives, contractual risk transfer, etc. Throughout the semester, students will have the opportunity to learn more about the role of risk managers, insurance underwriters, brokers and other risk stakeholders through case studies, guest lecturers and local risk management events aimed at providing students a holistic picture of the industry. Students will be expected to demonstrate their understanding of current risk-related topics through class discussion, homework assignments, projects, and exams.

Offered: occasionally.

FIN 657 Financial Modeling with SAS 3 Credits

Building financial models for forecasting and analyzing investment and financial products using the SAS programming language. Models in the areas of corporate finance, equities, bonds, portfolio management and derivative securities will be explored.

Offered: every fall & spring.

FIN 658 Risk Management & Financial Institutions 3 Credits

This course will provide a comprehensive overview of Risk Management for Financial Institutions by examining the major risk categories and the key elements for effectively managing those risks. It will include coverage of the core risk principles and frameworks of an effective risk management program.

Prerequisite: FIN 608.

Offered: occasionally.

FIN 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.

Prerequisite: MBA 508 or FIN 508.

Offered: occasionally.

FIN 691 Supervised Applied Integrative Project 3 Credits

Special project or internship experience designed and supervised by a faculty member in conjunction with program professional partners. Intended primarily for the Risk Management or Data Analytics concentrations to be fully integrative with business applications. Examples may include risk management or big data projects for or within investment firms or financial institutions.

Offered: every fall, spring, & summer.

FIN 698 Finance Internship 1-4 Credits

Internship experience.

Offered: every fall, spring, & summer.

FIN 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 620 or FIN 620.

Offered: every fall.

Business Law (LAW) Courses**LAW 603 Legal Environment & Ethics 3 Credits**

This course is designed to be an introduction to the basic rules of law and the ethical responsibilities of business decision makers. This course is not intended to make you lawyers or to give legal advice. Almost every chapter/subject covered is a semester or longer in law school. We will address important legal aspects of relating to business transactions and business entities.

Offered: every fall, spring, & summer.

Management (MGT) Courses**MGT 512 Principles of Management 1.5 Credits**

Overview of key management principles and frameworks in planning, organizing, leading and controlling an organization. Topics covered include, but are not limited to,; developing a strategy, ethical decision-making, innovation and change management, managing in a global environment, organizational structures and authority, managing teams and human resources, theories on leadership, motivation and communication, and operations processes, will be introduced

Offered: every fall, spring, & summer.

MGT 605 Organizational Behavior 3 Credits

As individuals who are working or expect to work in organizations, and those potentially interested in management positions, exploring and understanding the multitude of ways employees behave in organizations is vital. As noted in our textbook, "the people make the place" (section 1.1). As a current and/or future decision maker in an organization, improving your managerial skills is critical. In fact, Peter Drucker has written that as individuals move up the organizational ladder, human relations skills (leadership, teamwork, motivation, etc.) become paramount. This course will sharpen your knowledge about how to become a better manager/leader by helping you understand yourself and the behaviors of employees within organizations. We accomplish this by concentrating on three different perspectives: individuals in the organization, groups in the organization, and the organizational system.

Offered: every fall, spring, & summer.

MGT 607 Operations Management & Sustainability 3 Credits

Operations management involves the planning, coordinating and executing of all activities that create goods and services while taking into account the Triple Bottom Line. This course will examine the economic, environmental, and social impacts of decision-making in the following areas: operations strategy, process strategy, quality management, facilities layout, inventory management, lean systems, and demand and capacity planning.

Prerequisite: MGT 512 and ECO 503.

Offered: every fall, spring, & summer.

- MGT 640 Leadership & 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 of 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.
Offered: occasionally.
- MGT 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.
Offered: every fall & spring.
- MGT 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 or MGT 507 or MGT 607.
Offered: every fall.
- MGT 645 Fundamentals 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.
- MGT 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.
Prerequisite: MBA 502 or MGT 502.
Offered: occasionally.
- MGT 652 Launching and Growing Entrepreneurship Ventures** 3 Credits
Identify and evaluate an idea, assess the market, business planning and analysis applied to launching and growing entrepreneurial ventures. Topics include the lean launch pad, business plan, starting a small business, competitive analysis, strategic and managerial analyses, understand the process of raising capital and how to speak to investors, and professional presentation methods. The class also provides interactive and entrepreneurs and local entrepreneurship professionals.
Offered: occasionally.
- MGT 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: every summer.
- MGT 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: every spring.
- MGT 690 Strategic Management and Leadership** 3 Credits
Strategic Management can be characterized as a set of managerial decisions and actions that determines the long run performance of a corporation. It includes environmental scanning (external and internal to the corporation), strategy formulation, strategy implementation and evaluation and control. Using cases drawn from actual business situations, the course develops skills in (1) diagnosing the overall condition of a company or organization, with emphasis on its financial situation; (2) perceiving and analyzing evolving environmental trends, seeking new opportunities for the organization and new threats against it; (3) understanding those specific company skills that give it advantages over the competition and weaknesses that hinder its competitive position; (4) identifying and evaluating the strategic alternatives that are feasible for a given situation; (5) matching skills with opportunities, and relating them to one or more strategic alternatives in determining strategy and setting objectives; and (6) developing detailed policies and plans, and implementing them. The study of strategic management, therefore, emphasizes the monitoring and evaluating the external opportunities and threats in light of a corporation's strengths and weaknesses. We will build on insights developed in other courses, such as Understanding General Management, Managerial Economics, Managing Organizational Behavior, Finance and Marketing Strategy. We will explore and apply tools developed by world-renowned scholars that are taught at business schools all over the world, and add our own unique Jesuit perspective, to arrive at insights that are both applicable in the business world and deeply rooted in a thorough academic understanding. Hence, this is an integrative course in that the tools and skills learned in other required courses are needed to develop practical company-wide general management decisions. Since few students become general managers immediately upon graduation, Strategic Management includes a series of cases, simulations, and/or consulting projects on the role of the new functional, business and corporate/global managers in formulating and implementing strategies.
Prerequisite: ACC 505, ECO 511, MGT 512, MGT 605, MKT 604, FIN 608, MGT 607, BUS 601, BUS 602.
Offered: every fall, spring, & summer.
- MGT 699 Management Independent Study** 3 Credits
Management Independent Study
Offered: occasionally.

Marketing (MKT) Courses

MKT 553 IMC Masterclass Graduate 3 Credits

Instructor Approval. Students will continue working on the projects that were started in IMC Masterclass 1. Similar to a real-life integrated marketing communication (IMC) agency, the IMC Masterclass allows accepted students to develop, launch and manage marketing, digital marketing, and communication strategies and tactics for real clients. Working in teams, students assess client goals, develop IMC campaign concepts based on those goals, launch the campaign, then optimize it for success. In addition to gaining hands-on experience with industry-leading digital marketing and analytics tools, students learn critical career-ready skills such as client management, budget and deadline management, creative concept creation and cross-functional teamwork--while also up-leveling their skills with paid advertising, social media marketing, search engine optimization (SEO), paid search, email marketing, landing page development, public relations, influencer tactics, branding, analytics, and more. Enrollment requires instructor approval. Satisfies IMC capstone requirement.

Offered: every spring.

MKT 604 Marketing Management 3 Credits

This course provides a survey of the various factors that affect marketing strategy decisions as well as the variety of strategic marketing decisions themselves. An emphasis is placed on coverage of a range of the most important concepts used in the practice of Marketing Management.

Offered: every fall, spring, & summer.

MKT 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.

Prerequisite: MBA 506 or MKT 506 or MKT 604.

Offered: every summer.

MKT 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 or MKT 506.

Offered: every fall & spring.

MKT 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.

Prerequisite: MBA 507 or MGT 507 and MBA 506 and MKT 506.

Offered: every spring.

MKT 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.

Prerequisite: MBA 506 or MKT 506 or MKT 604.

Offered: occasionally.

MKT 637 Social Media Marketing 3 Credits

In a world where almost 60% of new marketing jobs are in digital marketing, this Social Media Marketing course prepares students to understand and apply the essential skills required for monitoring, managing and measuring social media programs. The course introduces the key concepts of social media marketing on Facebook, Instagram, Snapchat, Twitter, Pinterest, YouTube, TikTok, Blogs, Vlogs, Webinars, and LinkedIn. Also covered are critical social media topics such as employee advocacy, social media policies, and social selling. Because not all social media programs are the same, the course provides a firm understanding of the difference between organic and paid social media strategies and uses real-life examples and simulations, so students walk away with career-ready skills.

Prerequisite: MKT 604.

Offered: occasionally.

MKT 638 Global Marketing Strategy 3 Credits

Marketing in a global environment.

Prerequisite: C- or better in MKT 604.

Offered: occasionally.

MKT 648 Digital Marketing Strategies 3 Credits

Exact topics to be covered depend on recent advances and applications in digital marketing and social media.

Prerequisite: MBA 506 or MKT 506.

Offered: occasionally.

MKT 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, MKT 506, or MKT 604.

Offered: occasionally.

MKT 665 Marketing Data Analytics 3 Credits

Students learn the benefits of using a systematic and analytical approach to marketing decision making. Students will be able to use and execute data analytic techniques in a scientific and process driven manner. Understand how the first principles' of marketing strategy assist firms in organizing analytic opportunities and challenges that exist in today's data era.

Prerequisite: MKT 604, ECO 503.

Offered: every spring.

MKT 671 Marketing Data Analytics 3 Credits

Students learn the benefits of using a systematic and analytical approach to marketing decision making . Students will be able to use and execute data analytic techniques in a scientific and process driven manner. Understand how the first principles' of marketing strategy assist firms in organizing analytic opportunities and challenges that exist in todays data era.

Prerequisite: ECO 503, MKT 604.

Offered: every spring.

MKT 675 Service Marketing 3 Credits

Excelling in service management, from delivery to recovery, is the foundation for success in many industries today. The focus of this course is on the knowledge needed to develop and maintain strong customer relationships that improve customer satisfaction and retention. Customer satisfaction and retention are drivers of success for industries such as financial services, professional services, transportation, healthcare and hospitality industries.

Prerequisite: MBA 506 or MKT 506 or MKT 604.

Offered: occasionally.