

BUSINESS (BUS)

BUS 150. Business Analytics. 3 Credit Hours.

The primary purpose of this course is to build skills in learning and using software technologies to support business-oriented problem solving and decision making. Specifically, you will develop the ability to solve problems, to organize and analyze data using spreadsheet and database software, and to learn to distribute information to others through the effective use of collaborative technologies and the Web. Case problems will cover areas such as accounting, finance, marketing, statistics and operations management. Professors from several business school departments will discuss how their disciplines use spreadsheets to solve problems.

Requisite: Miami Herbert Business School.

Components: LEC.

Grading: GRD.

Typically Offered: Fall, Spring, & Summer.

BUS 155. Exploration of Faculty Research in SBA. 1 Credit Hour.

Students will be exposed to some of the SBA's top faculty researchers to learn more about research opportunities and styles of research methodologies within business.

Components: LEC.

Grading: CNC.

Typically Offered: Offered by Announcement Only.

BUS 156. Global Business Studies Introductory Seminar. 1 Credit Hour.

The honors seminar provides an experiential introduction to culture, history, and geography of the region, as well as economic challenges and successes of business in the region. Course involves social interaction among Global Business Studies cohort through cultural visits and workshops/talks, both on and off campus. Travel component is designed to showcase key sectors of a regional economy, and includes case-study and presentation activities.

Requisite: Global Business Studies and Corequisite: INS 584.

Components: THI.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 200. Introduction to Business. 3 Credit Hours.

Businesses today operate in an exceedingly complex environment. Such factors as commodity prices, labor and capital markets, as well as trends in tastes and preferences are constantly changing. This course will explore many of the key issues facing business decision makers in the contemporary environment, including an introduction to business ethics and corporate social responsibility. The course will take an interdisciplinary perspective, touching on essentially all of the business functions including economics, finance, accounting, marketing, management, and business communications. Using approaches from different business disciplines, students will gain insight into the structures and systems of business, as well as the strategies that firms use to compete effectively in the global business environment. BUS200 serves as the foundational course for the Business Cognate in People & Society, and it is offered for Gen Ed credit only.

Requisite: Non Business Majors.

Components: LEC.

Grading: GRD.

Typically Offered: Fall & Spring.

BUS 201. Money. 3 Credit Hours.

Financial decisions are at the heart of success in today's economy. Thus, financial literacy and the ability to manage personal finances is increasingly important. This GENERAL EDUCATION course delivers a comprehensive introduction to savings and borrowing, investments, and insurance, including such topics as budgeting, banking and consumer credit, the purchase of residential real estate, planning for retirement, starting a business, and understanding basic financial statements. Not for credit toward any business major or minor.

Components: LEC.

Grading: GRD.

Typically Offered: Fall, Spring, & Summer.

BUS 202. Introduction to the Legal Environment of Business. 3 Credit Hours.

The course provides an overview of legal principles impacting business. Students will explore fundamental features of the U.S. judicial system, conflict resolution, the domestic system of property rights, the U.S. Constitution, and the regulatory process, as they relate to the business firm or business as a societal actor. Topical areas may include business ethics, consumer protection, employment discrimination laws, privacy concerns, the law of competition, and environmental regulation.

Components: LEC.

Grading: GRD.

Typically Offered: Fall & Spring.

BUS 203. Managing Effectively: A Skills Development Approach. 3 Credit Hours.

This Business Cognate course focuses on the seven core skills used by successful managers in their day to day work. Students will explore these skills, how they are applied and practiced in organizational settings, how they enable organizational success, and how they fit with the students' own capabilities. The course uses an action-based learning format that makes students participants in the process whereby they assess, practice, and enhance their own managerial skills.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 204. Intro to Corporate Sustainability. 3 Credit Hours.

This course introduces students to issues associated with business and sustainability, through the lens of corporate governance and corporate citizenship. Readings, class sessions, and assignments are designed to instill in students a practical understanding of key corporate sustainability frameworks, challenges and opportunities, institutions, and actors in the global corporate context. Students will learn to apply alternative decision making models to current business activities.

Components: LEC.

Grading: GRD.

Typically Offered: Fall & Spring.

BUS 206. Principles of International Business. 3 Credit Hours.

This course is designed to provide nonbusiness students with an understanding of what global business is, in particular how international business is conducted across countries with different sets of formal and informal institutions. It also addresses the issues facing multi-national corporations and the factors influencing their success or failure globally.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 211. Professional Development for Finance and Accounting. 1 Credit Hour.

This one-credit course is designed to immerse Miami Herbert Business School undergraduate students in professional development, including inculcating in them a deeper understanding of areas of specialization within accounting and finance, and of careers within those specialties, creation of a career direction and trajectory, development of job search strategies, enhancing their communication and networking skills, building and creating a compelling resume for these industries, and both general and specific interview techniques. It is designed to improve these students' preparedness to find and secure internships and permanent placement offers, and ultimately to be successful in these industries.

Requisites: Miami Herbert Business School and Sophomore Status or higher.

Components: LEC.

Grading: GRD.

Typically Offered: Fall & Spring.

BUS 255. Business and Society: Inquiry and Discourse. 1-3 Credit Hours.

This course will explore the relationships between business firms and their regulatory, ethical, political, cultural, and social environments. Students will be exposed to a wide range of source materials and academic activities, with the objective of developing their capacity for principled professionalism.

Requisite: Foote Fellow AND Miami Herbert Business School.

Components: SEM.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 256. Global Business Studies Seminar II. 1 Credit Hour.

This honors seminar introduces the key political movements and concepts that have shaped society in the region studied.

Requisite: Global Business Studies co-major AND **Corequisite:** BSL 212 in Spanish.

Components: THI.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 300. Critical Thinking and Persuasion for Business. 3 Credit Hours.

The modern businessperson faces a constantly evolving environment and must be able to confront and respond to an array of business issues. At the heart of an effective response is a critical, comprehensive analysis coupled with the ability to meaningfully and persuasively communicate that assessment and recommendations to a variety of constituencies. This course prepares business students for this by exposing them to a three-step process of problem solving in which they critically analyze the problem, and then communicate their analysis both in writing and orally.

Prerequisite: WRS 106 or ENG 106 with a C- or better AND **Requisite:** Business School.

Components: LEC.

Grading: GRD.

Typically Offered: Fall, Spring, & Summer.

BUS 356. Global Business Studies Seminar III. 1 Credit Hour.

This honors seminar facilitates understanding of economic challenges faced by business communities, connecting regional studies work with business curriculum. May be conducted in language of the region.

Global Business Studies co-major AND Corequisite: MGT 371.

Components: THI.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 400. Senior Experience for Business Students. 0 Credit Hours.

The Miami Business School Senior Experience (SBX) is a virtual, self-paced, credit/no credit course specially designed to assist business seniors in successfully navigating the final year at the University of Miami Business School. The course collects the various tasks required of business seniors under a single LMS-enhanced umbrella, making it easier for students to track completion of mandated assignments within established deadlines. SBX also serves as a hub for peer networking and for access to relevant resources for senior-level students, related to professional life, graduate study, and young alumnus leadership opportunities. Videos, power points, blogs, threaded discussions, as well as detailed instructions and web-links for required activities for graduating seniors are only a click away.

Requisite: Miami Herbert Business School And Junior Or Senior Status.

Components: DIL.

Grading: SUS.

Typically Offered: Fall & Spring.

BUS 428. Multidisciplinary Action Projects. 1-3 Credit Hours.

The University of Miami Business School's Multidisciplinary Action Projects course (UMAP) places students with organizations throughout the world to address pressing organizational challenges. Students work in teams with guidance from faculty advisors to develop actionable and valuable recommendations for sponsoring organizations.

Components: EXP.

Grading: GRD.

Typically Offered: Spring.

BUS 456. Global Business Studies Seminar IV. 1 Credit Hour.

The honors seminar is designed to introduce students to research methods and structuring a thesis question/argument.

Requisite: Global Business Studies co-major.

Components: THI.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 496. Directed Studies in Business. 1-3 Credit Hours.

Supervised readings, individual research project, or independent investigation of selected non-STEM related problems in the discipline. Offered only by special arrangement with supervising faculty member, who approves topic and evaluation process at time of registration.

Components: THI.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 497. Directed Studies in Business. 1-3 Credit Hours.

Supervised readings, individual research project or independent investigation of selected STEM-related problems in the discipline. Offered only by special arrangement with supervising faculty member, who approves topic and evaluation process at time of registration.

Components: THI.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 498. Special Topics in Business. 1-3 Credit Hours.

Special topics in selected non-STEM areas of Business.

Requisite: Sophomore Standing or Higher.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 499. Special Topics in Business. 1-3 Credit Hours.

Special topics in selected STEM areas of Business.

Requisite: Sophomore Standing or Higher.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 555. Business Departmental Honors Research Project. 3 Credit Hours.

Research project to fulfill requirements for Departmental Honors in Business.

Components: THI.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 556. Global Business Studies Seminar V. 1 Credit Hour.

This directed study course provides individual supervision in thesis writing.

Requisite: Global Business Studies co-major.

Components: THI.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 557. Global Business Studies Thesis Defense. 1 Credit Hour.

This honors seminar is designed for completion of the thesis writing and individualized preparation for thesis defense.

Requisite: Global Business Studies co-major.

Components: THI.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 600. Critical Thinking and Persuasion for Business/Non-native English Speakers. 2 Credit Hours.

Critical thinking skills are developed by studying questions that transcend any single business discipline. Utilizing a variety of written formats, students hone analytic and persuasive skills, with emphasis on identifying critical issues, developing reasoned positions, and making compelling written arguments.

Components: LEC.

Grading: GRD.

Typically Offered: Fall & Spring.

BUS 601. MBA Math Module. 0 Credit Hours.

This course provides the student with the necessary mathematical skills to progress toward an MBA degree. The course begins with a review of algebra and continues with the fundamentals of differential and integral calculus. The focus is on applying these concepts in solving business problems.

Components: LEC.

Grading: SUS.

Typically Offered: Spring.

BUS 602. Critical Thinking and Effective Writing. 1 Credit Hour.

Critical thinking skills are developed by studying questions that transcend any single business discipline. Utilizing a variety of written formats, students hone analytic and persuasive skills, with emphasis on identifying critical questions, developing reasoned positions, and making compelling written arguments.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 603. Critical Thinking and Effective Speaking. 1 Credit Hour.

Builds on critical thinking and writing skills acquired in BUS 602. Topics include oral persuasion, prepared and impromptu speeches and dealing with the media, defending one's view before adversarial audiences, display of data, and effective use of visual aids.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 605. Residential Session Abroad. 1-6 Credit Hours.

One two-week session of the Global Executive MBA program is held abroad. During this corporate and international experience students attend lectures and institutional visits. This experience exposes students to other cultures and different perspectives on business issues, and widens international networking opportunities.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 610. Communicating for Career Success. 2 Credit Hours.

The modern businessperson faces a constantly evolving environment and must be able to confront and respond to an array of business issues. At the heart of an effective response is a critical, comprehensive analysis coupled with the ability to meaningfully and persuasively communicate that assessment and recommendations to a variety of constituencies. This course prepares business students for this by exposing them to a three-step process of problem solving in which they critically analyze the problem, and then communicate their analysis both in writing and orally. The critical thinking and communication elements of the course are supplemented with additional practical applications relating to career readiness, job search and job procurement.

Components: LEC.

Grading: GRD.

Typically Offered: Fall, Spring, & Summer.

BUS 622. Global Applied Career Experience Projects. 1-6 Credit Hours.

Global Applied Career Experience (ACE) Projects is a rigorous and structured academic experience that places students in real-world business scenarios utilizing an experiential learning process. Teams of 2-5 students are each matched with a client organization to complete a consulting project of 7-14 weeks in length, culminating in a professionally produced and delivered set of actionable recommendations for their client. Global ACE projects provide a diverse and unique challenge for each student team, requiring students to use analytical and leadership skills obtained in their coursework to successfully manage a client-based project to completion. Training modules in management consulting methodology supplement the project-based work and give students a proven process for applying structured problem-solving techniques. Faculty advisors help each team connect and integrate graduate business concepts for use in an applied setting. Each project also includes an international dimension that must be understood and addressed to achieve the desired outcome. Client organizations are sourced from a wide variety of businesses and could include international consumer goods companies looking to enter the US market, or US firms dealing with global supply chain issues. Clients commit their employee managers to engage with the student teams on a weekly basis throughout the project timeline. Site visits to the client's offices are encouraged but not required.

Components: PRA.

Grading: GRD.

Typically Offered: Fall & Spring.

BUS 624. Asian/Pacific Business Environment- International Trip. 1-4 Credit Hours.

Course content, dates and location will vary from semester to semester at selected universities.

Components: LEC.

Grading: GRD.

Typically Offered: Spring.

BUS 625. Latin America Business Environment - International Trip. 1-4 Credit Hours.

Course content, dates and location will vary from semester to semester at selected universities.

Components: LEC.

Grading: GRD.

Typically Offered: Spring.

BUS 628. Applied Career Experience Projects. 1-4 Credit Hours.

Applied Career Experience (ACE) Projects are rigorous and structured academic experiences that place students in real-world business scenarios utilizing an experiential learning process. Teams of 2-5 students are each matched with a client organization to complete a consulting project of 7-14 weeks in length, culminating in a professionally produced and delivered set of actionable recommendations for their client. ACE projects provide a diverse and unique challenge for each student team, requiring students to use analytical and leadership skills obtained in their coursework to successfully manage a client-based project to completion. Training modules in management consulting methodology supplement the project-based work and give students a proven process for applying structured problem-solving techniques in real world settings. Faculty advisors help each student team connect and integrate graduate business concepts for use in an applied setting. Client organizations are sourced from a wide variety of businesses, ranging from local community-based organizations to large multinational firms covering a breadth of industries. Clients commit their employee managers to engage with the student teams on a weekly basis throughout the project timeline. Site visits to the client's offices are encouraged but not required. If taking this course as an elective, students must apply and be accepted to work on a specific project.

Components: EXP.

Grading: GRD.

Typically Offered: Fall, Spring, & Summer.

BUS 629. Graduate Business Exchange Program. 1-16 Credit Hours.

Course content may vary from semester to semester at selected universities.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 630. Fundamentals of Economics, Accounting, and Finance. 4 Credit Hours.

This course provides an overview of business economics, accounting, and finance. Economic themes primarily focus on microeconomic topics such as demand, supply, elasticity, and forms of competition. Accounting concepts include corporate financial statements, cost-volume-profit analysis, and traditional and activity-based cost accounting. Finance topics include time value of money, capital budgeting basics, foreign exchange, risk and return, modern portfolio theory, and financial markets. The course includes an integration of many of these concepts through an exposure to business plan development.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 631. Business Analytics and Operational Excellence. 4 Credit Hours.

This course combines three disciplines that form the basis of a modern analytical approach to business management: statistics, optimization, and operations management. Many of the concepts covered are cross-disciplinary and can be applied to a variety of business functions and situations. Although specific examples will be used during the course to illustrate each concept, instruction will focus on the general applicability of the material. Topics to be covered include: numerical and categorical data, population/sample, parameter/statistic, introduction to excel, frequency distributions, histograms, pie charts, measures of variability, pivot tables, measures of association, random variables and distributions, sampling, types of hypothesis and of statistical errors, linear programming, network models, sensitivity analysis, integer and goal programming, forecasting, inventory management and location analysis.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 632. Introduction to Strategy, Market, and Management. 4 Credit Hours.

This integrated course focuses on the external environment in which business firms operate and on the management techniques through which managers organize and motivate human resources to support strategic initiatives. It emphasizes in particular three critical sets of actors: customers, competitors, and employees. The purpose of the course is to introduce the student to basic conceptual frameworks and analytic models that managers use to a) identify and understand the customer segments that make up a marketplace, b) formulate strategies that achieve a competitive advantage within that marketplace, and c) lead and motivate employees in the execution of competitive strategies.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 633. Business Plan Fundamentals and Communications. 4 Credit Hours.

This course provides students with the fundamentals in the development and preparation of a business plan, as well as of oral and written business communications. Students, after exploring new venture opportunities, will develop a comprehensive business plan, including its functional components (marketing, finance, operational, human and intellectual capital plans), the support with which to secure the needed financial and human resources, and the organization to manage the new venture. Students will also enhance their communication skills with which to identify critical issues, develop reasoned positions, display data, use visual aids effectively, state persuasive and compelling arguments for written documents as well as prepared and impromptu speeches, and deal with the media.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 634. Research Project. 1-6 Credit Hours.

Individually supervised research project in selected field. Scope of work must be approved by supervision instructor prior to registration. Total enrollment may not exceed six credits.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 635. Research Project. 1-6 Credit Hours.

Investigation and research in special areas of interest. Offered by special arrangement. The study will be supervised and graded by a faculty member.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 636. United States Business Environment - Domestic Trip. 1-4 Credit Hours.

Course content, dates and location will vary from semester to semester at selected universities.

Components: LEC.

Grading: GRD.

Typically Offered: Spring.

BUS 642. Global Residency - South America. 2-4 Credit Hours.

This global residency in South America is one of four global residency courses associated with OneMBA, the truly global executive MBA program of Miami Herbert Business School. Across the OneMBA program of four residencies, students experience a week-long global residency in each course: BUS642- Global Residency- South America, BUS643- Global Residency- North America, BUS644- Global Residency- Asia, and BUS645- Global Residency- Europe. Students experience first-hand how business is done in different parts of the world. During each residency, students attend class, visit local and multinational firms, interact with leaders from business, government, and non-government agencies. And students meet, network and interact with their cohort, and global team members, face-to-face. Miami Herbert students join with students from OneMBA schools in other countries to build lasting relationships through formal learning experiences and cultural exchanges. This global residency course will include multiple activities, which address the institutional environment (economic, political social and cultural aspects), the business arena and the entrepreneurial ecosystem of South America – and their impact on business activity. Students should expect a balance between faculty and executive presentations, covering the challenges and opportunities of doing business in South America.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 643. Global Residency-North America. 2-4 Credit Hours.

This global residency in North America is one of four global residency courses associated with OneMBA, the truly global executive MBA program of Miami Herbert Business School. Across the OneMBA program of four residencies, students experience a week-long global residency in each course: BUS642- Global Residency- South America, BUS643- Global Residency- North America, BUS644- Global Residency- Asia, and BUS645- Global Residency- Europe. Students experience first-hand how business is done in different parts of the world. During each residency, students attend class, visit local and multinational firms, interact with leaders from business, government, and non-government agencies. And students meet, network and interact with their cohort, and global team members, face-to-face. Miami Herbert students join with students from OneMBA schools in other countries to build lasting relationships through formal learning experiences and cultural exchanges. In this global residency students take a closeup comparative look at Mexico and the United States and their place in the global business community from the perspective of Miami and Mexico City. In Miami, students begin by examining the role of the United States in global business, guided by world-class faculty and thought leaders in the field. They engage with executives from leading multinational companies on topics such as sustainable business, corporate innovation, and principled leadership. Students then move on to explore, firsthand, the burgeoning business environment in Mexico. In Mexico's capital city, they dive into topics as diverse and important as mega trends in business development, high performance management, and transformational leadership.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 644. Global Residency-Asia. 2-4 Credit Hours.

This global residency in Asia is one of four global residency courses associated with OneMBA, the truly global executive MBA program of Miami Herbert Business School. Across the OneMBA program of four residencies, students experience a week-long global residency in each course: BUS642- Global Residency- South America, BUS643- Global Residency- North America, BUS644- Global Residency- Asia, and BUS645- Global Residency- Europe. Students experience first-hand how business is done in different parts of the world. During each residency, students attend class, visit local and multinational firms, interact with leaders from business, government, and non-government agencies. And students meet, network and interact with their cohort, and global team members, face-to-face. Miami Herbert students join with students from OneMBA schools in other countries to build lasting relationships through formal learning experiences and cultural exchanges. This global residency course will include multiple activities, which address the institutional environment (economic, political social and cultural aspects), the business arena and the entrepreneurial ecosystem of Asia – through the perspective of visits to China and India. Students should expect a balance between faculty and executive presentations, covering the challenges and opportunities of doing business in Asia.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 645. Global Residency-Europe. 2-4 Credit Hours.

This global residency in Europe is one of four global residency courses associated with OneMBA, the truly global executive MBA program of Miami Herbert Business School. Across the OneMBA program, students experience a week-long global residency in each course: BUS642- Global Residency- South America, BUS643- Global Residency- North America, BUS644- Global Residency- Asia, and BUS645- Global Residency- Europe. Students experience first-hand how business is done in different parts of the world. During each residency, students attend class, visit local and multinational firms, interact with leaders from business, government, and non-government agencies. And students meet, network and interact with their cohort, and global team members, face-to-face. Miami Herbert students join with students from OneMBA schools in other countries to build lasting relationships through formal learning experiences and cultural exchanges. This global residency course will include multiple activities, which address the institutional environment (economic, political social and cultural aspects), the business arena and the entrepreneurial ecosystem of Europe – through the vantage point of visits to The Netherlands and Poland. Students should expect a balance between faculty and executive presentations, covering the challenges and opportunities of doing business in Europe.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 650. Introduction to the Miami Global EMBA program. 1 Credit Hour.

This course provides incoming Executive MBA students an orientation to program tools and resources central to program success. Students will receive training in Blackboard, learn to access e-materials and navigate the business fundamental virtual modules, and increase their knowledge of business networking and influence. Students will also be introduced to business information resources and research strategies that they will use throughout the program. They will partake in Case Study preparation and receive an overview of the Integrated Project from Global Management, Global Enterprise, and Global Strategic Marketing perspectives. Students will also receive guidance on operating in teams both virtually and during the residency components of the program. Students will also participate in a corporate visit. This orientation also helps build a sense of affiliation among students and with the University.

Components: LEC.

Grading: SUS.

Typically Offered: Fall.

BUS 651. Global Strategic Marketing. 4 Credit Hours.

The purpose of this course is to acquaint the student with the theories and practice of strategic marketing management in the Americas. This course will enable the student to understand markets, develop strategies to capture value, and develop marketing plans based on the nature of national as well as international markets. Specifically, the issues of strategic marketing in the context of firm level strategy will be addressed, as well as issues of value capture and delivery, customer life-time value, pricing, distribution, branding and communication in markets.

Components: LEC.

Grading: SUS.

Typically Offered: Fall.

BUS 652. Global Strategy. 2-4 Credit Hours.

The purpose of this course is to change how the strategic environment is viewed, how students think about their own organizations and other others, and how strategy and its execution is viewed. This course will help the student: understand organizations as complex systems embedded in a set of evolving cooperative and competitive economic relationships; identify the distinct resources and capabilities that form the foundation of an organization's competitive advantage; formulate business strategies that anticipate imitation and competitor response; evaluate the relationship between a firm's competitive advantage and its growth opportunities; understand the role of the corporate center in supporting and enhancing the competitive success of operating divisions; and see the interplay of organizational structures, systems, networks, and influence centers that form the basis of effective strategy implementation.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 653. Global Institutions and Economy. 2-4 Credit Hours.

This course considers how a country's legal and economic institutional arrangements influence managerial strategy involving goods, services and financial flows across nations. The course addresses how economic problems are dealt with by institutional arrangements in different ways around the world. Discussions will emphasize the influence that these institutional arrangements have on managerial project strategy when firms operate across borders. Specific emphasis will be placed on legal, economic and financial institutions in the Americas.

Components: LEC.

Grading: SUS.

Typically Offered: Fall.

BUS 654. Corporate Financing and Investing. 4 Credit Hours.

This course considers financing and investing within the corporation. As such, it will consider the theoretical structure of the problem, the boundaries that management faces and how these decisions are made by management. The inter-residency portion will focus on the theoretical development and computational aspects of solving the problems. The residency portion will emphasize case discussion and simulation to demonstrate the practical implementation as well as integrating these concepts into the overall management picture. The objective of the course is to develop your understanding of the principles that define financial decision making in the firm. These topics are an important component of the strategic planning and top-level management of the firm. The course will guide you through the theory and computational aspects applying the theory, then through application to situations that will enhance and cement your understanding. Finance theory is universal and therefore does not apply to any given country or system. All of the applications will be international, multinational, or global in context. A central theme of the course is decision making. Specifically we will focus on the financial aspects of major strategic decisions. We will build on previous courses to understand how institutions, accounting, legal structures and more, affect these decisions.

Components: LEC.

Grading: SUS.

Typically Offered: Spring.

BUS 655. Public Policy and Health. 3 Credit Hours.

Development of public policy at the federal, state and local level. Policy process, models of policy analysis, policy development in several government service areas, and plans for policy change. Special emphasis on health policy formulation, implementation and the use of epidemiological tools in health policy analysis.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 656. Integrated Business Project. 1-6 Credit Hours.

The Integrated Project course (IP) requires students to formulate, develop and implement three business projects that address pressing organizational challenge, over the 17-month duration of the EMBA for the Americas. Students may work in teams or individually to develop actionable and valuable recommendations for their chosen organization and present project outcomes to faculty advisors during the February, June and October residencies. For students, IP provides an opportunity to augment and integrate knowledge of fundamental business concepts and tools learned in classroom settings. IP also offers opportunities to develop and test both critical thinking and leadership skills through practical experience with real business challenges.

Components: LEC.

Grading: SUS.

Typically Offered: Fall & Spring.

BUS 657. Optimizing Human Capital. 2-4 Credit Hours.

The 21st century workplace has often been characterized as the “Age of Intellectual Capital,” a time in which competitive advantage is linked intricately to optimizing human resources in distinctive ways. In this dynamic, global marketplace, Darwin rules. To survive, organizations must provide the best products, the best services with the best labor or risk extinction. Contextual factors including changing demographics; global social, economic, and regulatory issues; and technological innovations have created major challenges for organizational sustainability. In a recent publication based on survey results from 94 countries, talent acquisition, retention, management, and engagement were viewed as “urgent” global trends for the 21st century. Utilizing a variety of pedagogical approaches, this course will focus on the ways in which human capital can be leveraged to create sustainability as well as work environments that engage the minds and hearts of participants to achieve strategic initiatives.

Components: LEC.

Grading: SUS.

Typically Offered: Offered by Announcement Only.

BUS 658. Business Analytics. 2-4 Credit Hours.

One of the strengths of Business Analytics is its broad applicability. The skills learned in this module can be used in virtually any context of business, including but not limited to: finance, marketing, strategy, operations, logistics, transportation, health care, real estate, sports, manufacturing, etc. For that reason, rather than focusing on a single central theme, as do other modules in the MEMBAA program, the Business Analytics module touches on a variety of themes that illustrate its potential.

Components: LEC.

Grading: SUS.

Typically Offered: Spring.

BUS 660. High Performance Leadership. 4 Credit Hours.

The High Performance Leadership course was developed to help executives build a high-performance work environment and effectively operate in the multicultural environment of the Americas and the World. The course is divided into two parts. The first part, the inter-residency will concentrate on the facets of high-performance leadership. It will explore the fundamentals of leadership; investigate the major leadership theoretical concepts; explore a wide-range of leadership research; convey practical leadership implications; and share lessons in conquering self-leadership. This section will be taught online through readings, discussion boards, and case and leader analyses. The emphasis will be on building a sound grasp of good practice, and on developing the ability to apply such knowledge to actual business problems. The theories will be applied to specific situations. The second part of the course, the residency concentrates on the cross-cultural environment of the Americas (and global markets) and addresses four main topics. The first session focuses on Cross-Cultural Communication in Business and allows executives to understand culturally-specific communication patterns, negotiation styles, expectations, cues, and norms. The second session addresses Leadership Issues in Organizational Control and participants will explore ethical and moral dilemmas, and external communications by senior executives. The third session focuses on Cross Cultural Issues in Leadership and examines effective leadership across cultures. The final session addresses Guanxi and Doing Business in China. China is currently or will soon become the world’s largest economy (PPP basis) and is increasingly becoming important to the Americas. This session addresses critical thinking, cultural understanding, solutions to problems, and evaluating different options when doing business with China.

Components: LEC.

Grading: SUS.

Typically Offered: Fall.

BUS 661. Enhancing Global Operations. 4 Credit Hours.

This course focusses on how to manage more complicated global networks; how to optimize service and quality levels of performance; and, how to minimize risks yet maintain required capacities. Operational transformation requires commitment and expertise in strategy and execution to achieve lasting improvements. This course draws on research and real world issues confronting manufacturing and service companies today, providing strategic frameworks to enable executives to make smart choices so that their firms can deliver the products and services they are committed to providing their customers.

Components: LEC.

Grading: SUS.

Typically Offered: Fall.

BUS 662. Decision Making in Global Environment. 4 Credit Hours.

This course provides students with a systematic way to carefully think about decisions to arrive at more informed choices while doing business globally and specifically in the Americas. The course covers structuring decisions, creating alternatives, making tradeoffs among conflicting objectives, accounting for uncertainties and risk tolerance, and analyzing and evaluating alternatives. The course is intended to make participants aware of decision making issues surrounding global business, the dynamic issues surrounding their context, and how these affect managerial strategy. An objective of the course is to increase participants' competence in managerial decision making related to globalization, institutions, incentives, corporate governance, regulation, business law, international finance and accounting, organizations and management (including culture), and international trade.

Components: LEC.

Grading: SUS.

Typically Offered: Fall.

BUS 663. Entrepreneurship and Innovation. 2-4 Credit Hours.

This course considers entrepreneurship and innovation within the Americas, together with a special emphasis on the Latin American context. The course covers the building blocks of the entrepreneurial process and pays special attention to the family business model where ownership is closely held. The objective of the course is to develop an understanding of the venture formulation process within the Americas and the processes that surround this. The topics of innovation; venture capital; venture formulation; human capital; market dynamics; technological readiness; role of government, regulation, and culture will be assessed. An objective of the course is to consider new models for venture design such as the agile model of development and the creation of the business canvases, a lean version of the traditional business plan.

Components: LEC.

Grading: SUS.

Typically Offered: Fall.

BUS 698. Selected Topics. 1-6 Credit Hours.

Topics in selected areas of business.

Components: LEC.

Grading: GRD.

Typically Offered: Offered by Announcement Only.

BUS 801. Introduction to Commercial Real Estate: Analysis and Field Experience. 3 Credit Hours.

Students enrolled in the Accelerated MBA in Real Estate program are required to participate in a one-week, four module, on-campus class followed by a full-time internship at a local Commercial Real Estate Institution during the first summer of the program. Module I: Students are introduced to the complexities of commercial construction techniques used in South Florida and the important links between architectural plans and economic value to owners and tenants. Module II: Students are introduced to the terminology and financial analysis of commercial real estate. Module III: Students are introduced to the application of real estate finance and valuation principles using ARGUS Valuation – DCF. Module IV: Students participate in a required internship at a local Commercial Real Estate Institution. Regarded as a full-time student.

Components: THI.

Grading: GRD.

Typically Offered: Summer.

BUS 802. Commercial Real Estate Field Experience. 3 Credit Hours.

Students enrolled in the Accelerated MBA in Real Estate program are required to participate in a full-time internship at a local Commercial Real Estate Institution during the first fall semester of the program. This internship is subsequent to their previous summer internship (BUS 700). Regarded as a full-time student.

Components: THI.

Grading: SUS.

Typically Offered: Fall.