

# BUSINESS

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<http://www.bus.miami.edu>

## Departments

- Accounting
- Business Law
- Business Technology
- Economics
- Finance
- Health Management and Policy
- Management
- Management Science
- Marketing

### Graduate Business Student Association

The Graduate Business Student Association (GBSA) is a professional and social student-run organization. The GBSA organizes activities and events aimed at strengthening networking within the graduate business student body and the business community while enriching the academic and social experiences of its members. The GBSA is governed by a student elected committee that consists of a president, vice president, treasurer, secretary, marketing director, community service director, networking director, wellness and athletics director, and a Graduate School Association senator. In addition, cohort representatives are elected per program to serve as a liaison between their respective cohort and the committee. All members of the Graduate Business School are encouraged to attend events put on by the GBSA and stay in contact with their program's respective representatives to voice any concerns or offer any ideas they may have to help enrich the student experience.

## Financial Assistance

### Graduate Business Scholarships and Fellowships

There are a limited number of merit-based graduate business scholarships which are awarded at the time of admission to qualified full-time MBA and specialized Master's applicants. A graduate business scholarship covers a portion of tuition for the MBA and specialized Master's degree. Graduate business scholarships are not automatically renewed. In addition to graduate business scholarships, there are a limited number of Emery Means Findley, Jr. Fellowships which are awarded to Full-Time MBA applicants with outstanding academic credentials and professional achievements. There may also be a limited number of merit-based scholarships which are awarded to applicants selected for admission to Professional and Executive programs.

Any applicant who wishes to be considered for a graduate business scholarship or a fellowship, must indicate this in the space provided on the application. Awards are available to both domestic and international students.

### Donor Scholarships

Several endowed scholarships are made available to incoming graduate business students through the generosity of alumni and friends of the University of Miami Business School. These donor scholarships are for the purpose of recruiting students of high academic merit. The total number and amount of scholarship awards vary from year to year. Scholarships will be awarded based on the recommendations of the Faculty Admissions Committee on a first come, first served basis. Since the number of scholarships is limited, students who meet the minimum criteria are not guaranteed a donor scholarship award.

Please note that a student may be ineligible for financial awards if he/she receives tuition benefits from the University of Miami or accepts any assistantship, scholarship, grant or fellowship from the University of Miami, in addition to our offer. This includes employees, their spouses, and dependents.

#### **BANK OF AMERICA - ENDOWED BUSINESS SCHOLARSHIP**

Criteria: A graduate business school student based on a combination of scholarship and financial need, who will preferably specialize in Finance, Accounting, or Management.

#### **JACK R. BORSTING - ENDOWED BUSINESS SCHOLARSHIP**

Criteria: Outstanding candidate for a master's level business degree.

#### **RYDER SYSTEM AND PATRICK J. CESARANO – ENDOWED BUSINESS SCHOLARSHIP**

Criteria: MBA student with a concentration in finance or management science/operations research. Based on academic excellence and financial need.

**PAT & LON WORTH CROW - ENDOWED BUSINESS SCHOLARSHIP**

Criteria: Graduate business student specializing in Finance, who possesses several years of work experience, preferably with an expressed interest in a career in banking or a banking-related field. U.S. citizen, preferably resident in South Florida community.

**DEAN M. FOGEL BUSINESS - ENDOWED BUSINESS SCHOLARSHIP**

Criteria: Graduate business student with financial need and priority is for a United States veteran.

**ALBERT AND ESTHER GREEN - ENDOWED BUSINESS SCHOLARSHIP**

Criteria: Graduate business student with a life challenge, or student studying or working in Health Administration.

**ALLAN M. HERBERT & PATRICIA M. HERBERT – ENDOWED BUSINESS SCHOLARSHIP**

Criteria: Outstanding graduate business student who appreciates the value of work experience and strives to combine study, work and extra-curricular activities.

**SOUTHEAST BANKING CORPORATION FOUNDATION – ENDOWED BUSINESS SCHOLARSHIP**

Criteria: Graduate student in the MBA program who is a Florida resident. Based on academic excellence.

**GABRIEL & CLAUDIA NAVARRO FAMILY SCHOLARSHIP - - ENDOWED BUSINESS SCHOLARSHIP**

Criteria: To provide scholarship assistance to first generation graduate students at MHBS enrolled in a two-year full time MBA program with focus on Real Estate.

**E. BRUCE MCLAUGHLIN & CYNTHIA M. SWOL - ENDOWED SCHOLARSHIP IN MARKETING**

Criteria: Graduate business student with concentration in Marketing, who has significant work experience prior to entering the MBA program. U. S. citizen, with preference given to female students with unmet financial need.

**EMERY MEANS FINDLEY, JR. – ENDOWED GRADUATE FELLOWSHIPS IN BUSINESS**

Criteria: Outstanding candidates for Graduate Business Programs.

**MERRILL LYNCH & CO. FOUNDATION, INC. – FELLOWSHIPS IN INTERNATIONAL FINANCE**

Criteria: Graduate business student preparing for a career in International Finance.

**JAMES W. McLAMORE – GRADUATE BUSINESS FELLOWSHIPS**

Criteria: An outstanding graduate business students.

**HURRICANE HEROES SCHOLARSHIP – ANNUAL BUSINESS SCHOLARSHIP**

Criteria: Graduate business students who have served in the military and/or are disabled.

**NATALYA V. KASHRINA SCHOLARSHIP - ANNUAL BUSINESS SCHOLARSHIP**

Criteria: Graduate students in the MBA Program who are first generation college graduates.

**STECKLEY WEITZEL FAMILY SCHOLARSHIP - ANNUAL BUSINESS SCHOLARSHIP**

Criteria: Graduate students with financial need and merit who expressed an interest in non-profit management and community service in the Business School

**CHARLES & ROSE NATIELLO AND THOMAS A. NATIELLO, JR. - ANNUAL BUSINESS SCHOLARSHIP**

Criteria: Full-time Graduate Business student who has completed one year and is enrolled in a two-year program with a 3.5 GPA or higher.

**PIECHOSKI FAMILY GRADUATE BUSINESS FELLOWSHIP - ANNUAL BUSINESS SCHOLARSHIP**

Criteria: Outstanding graduate business student.

**SAMUEL & PHYLLIS BUTTERS SCHOLARSHIP IN REAL ESTATE - ANNUAL BUSINESS SCHOLARSHIP**

Criteria: To provide scholarship assistance to one full-time University of Miami graduate student with a concentration in Real Estate.

Various other donor scholarships are available based upon need, merit, or other specified criteria.

### Dean John A. Quelch Graduate Scholarship Fund

Criteria: To provide scholarship assistance for an outstanding MBA students at the Miami Herbert Business School.

## Unanue Graduate Career Advancement Center at Miami Herbert Business School

At Miami Herbert's Joseph and Carmen Unanue Graduate Career Advancement Center, we hold student success at the heart of everything we do. Through a framework that reflects the pillars students need to grow their professional brand, our mission is to empower graduate business students to accelerate their careers and find their fit. Through this process students will establish a 360-degree view of their career and develop a growth mindset while they explore, experience, and engage.

No matter where a student may stand in their professional development, Unanue Graduate Career Advancement is committed to their career acceleration. We apply a systematic, strategic, and data inspired approach to career development.

We are dedicated to helping each individual student achieve future goals and aspirations. Whether we are coaching a Miami Herbert team to a prize-winning finish in an international case competition or collaborating with a corporate partner to offer cutting-edge workshops, the career advancement team ensures that the experience is transformative by connecting, collaborating, and co-creating the content with our students and employer partners.

In the past, to prove our students' talent and bolster confidence, we booked them as mock investors on an international television show. When our students wanted to meet one-on-one with corporate partners, we applied "speed dating" techniques to optimize the connections. Staying ahead of trends, when the world shifted to virtual engagements, Unanue Career Advancement already had been applying artificial intelligence for video interview practice. We have a dedicated staff, innovative resources, and impressive success stories that set us apart from other universities. We are gamechangers and trendsetters, and we celebrate a student's individuality.

A professional job search can be challenging in the dynamic and complex job market of today's global economy, and Unanue Graduate Career Advancement at Miami Herbert hosts employer engagement events to connect employers with outstanding student talent for internships and full-time roles. We, successfully, leverage in-person and technology-based solutions to accelerate careers.

## The Mentor Program

For a quarter of a century, thousands of students have benefited from the invaluable contributions mentors have made to their professional development and personal growth. A positive mentoring relationship can make an enormous difference in a student's career. The Miami Herbert Mentor Program enhances the classroom experience by connecting students with industry professionals.

Mentors provide support and advice to Miami Herbert students, helping them successfully navigate the transition from classroom to workplace. Through personal interaction with experienced business professionals, students gain an understanding of corporate culture, career direction, and networking. The Mentor Program serves both graduate and undergraduate business students, and all students are encouraged to participate in the Cane2Cane network.

Applications are available at Cane2Cane (<https://cane2cane.miami.edu/hub/university-of-miami/group/miami-herbert-business-school/about/>)

## Full-Time MBAs

- Two Year MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/two-year-mba/>)
- Accelerated MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/one-year-mba/>)
- Accelerated MBA in Real Estate (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/accelerated-mba-real-estate/>)
- JD/MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/jd-mba/>)
- MD/MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/md-mba/>)
- JD/LLM/MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/jd-llm-mba/>)
- BArch/MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/barch-mba/>)

## Executive and Professional MBAs

- Professional MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/executive-professional-mba/>)
- Global Executive MBA (hybrid) (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/executive-professional-mba/miami-executive-mba-america-hybrid/>)
- Global OneMBA (hybrid) (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/executive-professional-mba/global-one-mba/>)
- Executive MBA Health Sector Management (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/executive-professional-mba/executive-mba-health-sector-management-policy/>)

- UOnline Professional MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/executive-professional-mba/uonline-professional-mba/>)

## Specialized Masters Degrees

- M.H.A. in Health Sector Management and Policy (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/health-administration-mha/>)
- Master of Science in Accountancy (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/master-accounting/>)
- Master of Science in Business Analytics (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/business-analytics-ms/>)
- Master of Science in Entrepreneurship (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/entrepreneurship-ms/>)
- Master of Science in Finance (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/finance-ms/>)
- Master in International Business (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/master-international-business/>)
- Master of Science in Leadership (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/management-studies-ms/>)
- Master of Science in Sustainable Business (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/sustainable-business/>)
- Master of Science in Taxation (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/taxation-ms/>)
- Master of Science in Finance (online) (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/finance-ms-online/>)

## Dual/Joint Degrees

- JD/MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/jd-mba/>)
- MD/MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/md-mba/>)
- BArch/MBA (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/barch-mba/>)
- BBA or BSBA/MSF (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/bba-bsba-msf-dual-degree/>)
- J.D./M.B.A. + LL.M. in Estate Planning (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/jd-estate-planning-llm-mba/>)
- J.D./M.B.A. + LL.M. in Real Property Development (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/jd-real-property-llm-mba/>)
- J.D./M.B.A. + LL.M. in Taxation (<http://bulletin.miami.edu/graduate-academic-programs/business/master-business-administration-mba/full-time/jd-taxation-llm-mba/>)
- J.D./M.H.A. in Health Administration and the Law (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/jd-health-administration-mha/>)
- J.D./Master of Science in Accountancy (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/jd-accountancy-ms/>)
- M.S. in Leadership and Doctor of Nursing Practice Joint Degree Program (<http://bulletin.miami.edu/graduate-academic-programs/business/specialized-master-degrees/leadership-ms-dnp-joint-degree/>)

## Doctoral Programs in Business

- Doctorate of Philosophy in Business (<http://bulletin.miami.edu/graduate-academic-programs/business/doctoral/business-phd/>)
- Doctorate of Philosophy in Economics (<http://bulletin.miami.edu/graduate-academic-programs/business/doctoral/economics-phd/>)

## Certificate Programs

- Certificate in Corporate Finance (online) (<http://bulletin.miami.edu/graduate-academic-programs/business/non-degree/corporate-finance-certificate-online/>)
- Certificate in Financial Decision Making (online) (<http://bulletin.miami.edu/graduate-academic-programs/business/non-degree/financial-decision-making-program-certificate-online/>)
- Certificate in Leadership (<http://bulletin.miami.edu/graduate-academic-programs/business/non-degree/leadership-certificate/>)
- Graduate Business Certificate (<http://bulletin.miami.edu/graduate-academic-programs/business/non-degree/business-administration-certificate/#text>)

**ACC 600. Accounting for Decision-Making and Control. 2-3 Credit Hours.**

The course focuses on the use and understanding of basic financial and managerial accounting reports. The course is oriented to the user of financial data rather than the preparer of the data. Coverage of basic accounting assumptions and current issues affecting accounting processes and reporting are included, but detailed accounting procedures are not emphasized. Completion of the course should permit students to understand accounting information and to communicate with professional accountants. Does not satisfy any accounting requirements needed to sit for the CPA exam in Florida.

**Components:** LEC.

**Grading:** GRD.

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

**ACC 601. Trends in Present Day Accounting. 2 Credit Hours.**

Recent developments in accounting thought and advanced accounting theory. The analysis of trends as disclosed by recent releases of the Securities and Exchange Commission, the American Institute of Certified Public Accountants, and the Financial Accounting Standards Board are discussed. Other topics include terminology, current trends in the measurement, presentation of third financial data to meet the needs of third parties, and surveys accounting literature.

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 602. Financial Reporting and Control in the Healthcare Industry. 1-3 Credit Hours.**

The course focuses on the use and understanding of basic financial reporting (e.g., financial statement interpretation and analysis) and managerial accounting topics for the healthcare industry (e.g., cost allocation and management control systems). The course is oriented to the user of financial data rather than the preparer of the data. Coverage of basic accounting assumptions and current issues affecting accounting processes and reporting are included, but detailed accounting procedures are not emphasized. Completion of the course should permit students to understand accounting information and to communicate with professional accountants in the healthcare industry.

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 603. Cases in Financial Reporting Issues. 2 Credit Hours.**

An exploration of complex financial reporting issues using the case method.

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 604. Seminar in Cost Accounting. 2 Credit Hours.**

Course covers four major segments. First, it reviews the basic concepts and tools associated with management control systems. Second, it underscores the importance of decentralization and the impact it has on decision making. Third, it examines the strategic place for cost management. Examples include the adoption of the balanced score card, quality control, productivity, and environmental cost management. Fourth, the course brings costing and control tools into the discussion of decision making.

Prerequisite: ACC 301. Or ACC 634.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 606. Internal Auditing. 2 Credit Hours.**

Course explores the unique issues associated with the internal audit function. Additionally, the ethical code applicable to internal auditors is discussed.

Prerequisite: ACC 312. Or ACC 633. And ACC 402. Or ACC 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 607. Financial Accounting and Reporting. 3 Credit Hours.**

Basic concepts of accounting designed to increase understanding of the function of accounting statements and their limitations. The generally accepted principles governing the preparation of financial reports and the use of accounting information in investment and credit decisions. Does not satisfy any accounting requirement needed to sit for the CPA Exam in Florida. Limited to Executive MBA students only.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 608. Managerial Accounting. 3 Credit Hours.**

Current managerial accounting techniques and theories. Topics include the use of accounting data in making decisions and planning and control systems for implementation of decisions. Does not satisfy any accounting requirements needed to sit for the CPA Exam in Florida. Limited to Executive MBA students only.

Prerequisite: ACC 607.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**ACC 610. Capstone: Financial Reporting Research. 2 Credit Hours.**

The objective of the course is to familiarize students with researching financial information of publicly traded companies and to provide an introduction to accounting research related to the content and presentation in SEC filings. The course will emphasize searching and accessing as well as understanding and interpretation of financial information presented in SEC filings (e.g., 10-K, 10-Q, Proxy Statements). Accounting topics covered will include accounting information and the capital markets, earnings management, earnings quality, effect of recognition vs. disclosure in accounting reports and the role of the SEC in regulating financial reporting.

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 611. Auditing Seminar. 2 Credit Hours.**

Practical applications of auditing and research into audit matters. Emphasis of the course is placed on cases involving audit failures, appropriate auditing procedures, reporting, and exercise of audit judgment.

Prerequisite: ACC 402. Or ACC 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 616. CPA Review I. 0 Credit Hours.**

The CPA Review is an essential ingredient of the accounting accelerated accounting track. Students must provide proof of satisfactory completion of an approved course of study for two parts of the CPA exam (Regulation and Financial Accounting and Reporting). This course cannot be used to meet the State of Florida's educational requirements for taking the CPA exam.

Prerequisite: ACC 411.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 617. CPA Review II. 3 Credit Hours.**

The CPA Review is an essential ingredient of the accounting accelerated accounting track. Students must provide proof of satisfactory completion of an approved course of study for two parts of the CPA Exam (Business Environment and Concepts, and Auditing and Attestation). This course cannot be used to meet the State of Florida's educational requirements for taking the CPA exam.

Prerequisite: ACC 411.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 620. Accounting Controls in Information Technology. 2 Credit Hours.**

Course develops students' understanding of the theory and practice of relational database management systems in the accounting view of enterprise-wide databases. With a focus on controls, students build accounting systems elements related to main accounting transaction cycles, the revenue cycle, and the purchase cycle.

Prerequisite: ACC 406. Or ACC 636.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Summer.

**ACC 622. Advanced Issues in Auditing. 2-3 Credit Hours.**

Course covers advanced issues which arise in audit practice including audit reporting issues, fraud detection and reporting, attestation engagements, special reporting issues, compilation and review engagements, scope of services issues, and other new issues which have a significant impact in audit practice. Not open to students with credit in ACC 522.

Prerequisite: ACC 402. Or ACC 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 623. International Accounting and Taxation. 2 Credit Hours.**

Course covers tax accounting and business considerations in the global business environment. U.S. tax issues involved in international transactions, working across national borders, the Foreign Corrupt Practices Act, money laundering and uses of accounting information in managing an international business. Not open to students with credit for ACC 523.

ACC312 or ACC633 AND ACC403 or ACC673.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 624. Accounting for Governmental and Not-for-Profit Entities. 2 Credit Hours.**

The course introduces accounting within the environment of modern government and not-for-profit organizations. Emphasis is placed on financial accounting and reporting, current accounting issues, and managerial activities. Not open to students with credit for ACC 524.

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 626. Litigation and Advisory Services. 2 Credit Hours.**

This course provides an overview of fraud perpetrated against an organization, including employee theft, vendor fraud, customer fraud, and management fraud. Students will learn about different investigative techniques for quantifying fraud, and how fraud can be detected and prevented as well as the accountants' role in litigation, such as acting as expert witness.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 627. Accounting Regulations and Compliance. 2 Credit Hours.**

This course is designed to expose and educate students in a number of rules and regulations faced by the accounting profession, with an emphasis on the financial industry. This course will cover in moderate depth, regulatory agencies and the compliance of the regulations the agencies are charged with upholding. Students will also be exposed to regulatory and compliance programs, bribery and corruption acts such as the Foreign Corrupt Practices Act and the UK Bribery Act, and various anti-money laundering provisions.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 628. Introduction to Accounting Analytics. 2 Credit Hours.**

This course introduces students to applications of data analytics techniques in accounting which includes: financial reporting, managerial accounting, taxation, and auditing.

Prerequisite: ACC 301. And ACC 402. And ACC 403.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 630. International Financial Reporting Standards. 1 Credit Hour.**

This course provides an overview of International Financial Reporting Standards (IFRS). The course will begin with a study of IFRS Framework and will then examine a number of the major topics covered in the Intermediate Accounting courses. The perspective will be a comparison between IFRS and U.S. generally accepted accounting principles (U.S. GAAP).

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**ACC 631. Business Combinations & Complex Estimates. 2 Credit Hours.**

Coverage of the Generally Accepted Accounting Principles governing business combinations, the preparation of consolidated financial statement including local and foreign subsidiaries, and other financial reporting topics.

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 632. Intermediate Accounting I. 2 Credit Hours.**

The accounting principles which shape the financial reporting practices followed by entities that prepare financial statements in accordance with generally accepted accounting principles are discussed. Course also includes the determination of income components and balance sheet elements with brief coverage of the statement of cash flows. Does not count towards the credits needed to graduate.

Prerequisite: ACC 211. And ACC 212.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Summer.

**ACC 633. Intermediate Accounting II. 2 Credit Hours.**

The accounting principles which shape the financial reporting practices followed by entities that prepare financial statements in accordance with generally accepted accounting principles are discussed. Course also includes the determination of income components and balance sheet elements with brief coverage of the statement of cash flows. Does not count towards the credits needed to graduate.

Prerequisite: ACC 311. Or ACC 632.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Summer.

**ACC 634. Cost Accounting. 2 Credit Hours.**

Topics include basic cost concepts, product costing techniques including job-order and process costing, in-depth studies of techniques and issues surrounding cost allocation methods, basic approaches to solving complex accounting problems, standard cost systems and variance analysis, and variable costing. Additionally, activity-based costing concepts and methodology are introduced. This course does not count towards the credits needed to graduate.

Prerequisite: ACC 212.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Summer.

**ACC 635. Auditing. 2 Credit Hours.**

Course provides an introduction to the field of auditing. It concentrates on conducting an audit of financial statements in accordance with generally accepted auditing standards. Course covers accounting information systems, audit planning, audit risk and materiality assessments, evaluation of internal control, audit evidence, documentation, and audit reports. This course does not count towards the credits needed to graduate.

Prerequisite: ACC 311. Or ACC 632. And ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Summer.

**ACC 636. Accounting Systems. 2 Credit Hours.**

Contemporary accounting systems are computer based. Course covers the nature, design, implementation, and controls in computerized systems as well as manual systems. Micro computers are used as a learning tool. This course does not count towards the credits needed to graduate.

Prerequisite: ACC 211. And ACC 212.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Summer.

**ACC 639. Income Taxation and Business Entities. 2 Credit Hours.**

This course is designed to be the second tax course for students who are interested in the business applications of federal income tax laws, as they affect corporations, partnerships, and their owners. Emphasis is placed on tax planning aspects of formation, operation, liquidation, and distributions of corporations and partnerships.

Prerequisite: ACC 403. Or ACC 673.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 640. Corporate Taxation I. 2 Credit Hours.**

Course covers treatment of the corporate form of organization, its related opportunities, and problem areas, including formation, tax formula, non-liquidating and liquidating distributions, capital structure, and redemptions.

Prerequisite: ACC 404. Or ACC 639.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.



**ACC 641. Corporate Taxation II. 2 Credit Hours.**

An in-depth study of taxable and nontaxable corporate reorganizations. An introduction to affiliated corporations, requirements for consolidated returns, and their associated problems and opportunities are discussed.

Prerequisite: ACC 640.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 642. Seminar in Taxation. 2 Credit Hours.**

Investigation of current topical areas in taxation.

Prerequisite: ACC 404. Or ACC 639.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 643. Tax Research. 2 Credit Hours.**

Study of the tax practice environment including the Treasury Department, the Courts, and the legislative history of the Internal Revenue Code. Ethics in tax practice are also examined. Course includes training in the use of tax services in performing tax research. A research methodology for solving tax problem cases is studied and cases to be researched are assigned.

Prerequisite: ACC 404. Or ACC 639.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 645. Partnership Taxation. 2 Credit Hours.**

Taxation of partners and other flow-through entities. Partnership formation, termination, distribution, liquidation, and sales of partnership interests are covered. Limited partnerships in conjunction with their use as tax shelters are discussed as well as family partnerships, limited liability companies, and LLPs.

Prerequisite: ACC 404. Or ACC 639.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 647. Estates and Gift Taxes. 2 Credit Hours.**

Estate and gift planning for shifting wealth from one individual to another by death, gift, or by the use of trusts. Property included in the decedent's gross estate valuation methods, gifts in contemplation of death, jointly held property, life insurance, transfers with retained life estates, bequests, revocable transfers, the marital deduction, powers of appointment, gifts of present and future interest, and gifts to minors are covered.

Prerequisite: ACC 404. Or ACC 639.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 648. Accounting for Income Taxes. 2 Credit Hours.**

This course is designed to provide the foundation necessary to understand the financial accounting and reporting of book-tax differences. The course will cover the preparation of the income tax provision and related financial statement disclosures in conformity with U.S. GAAP (FASB ASC 740)

Prerequisite: ACC 312. Or ACC 633. And ACC 404. Or ACC 639.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 649. Issues in Tax Policy. 1-2 Credit Hours.**

This course looks at the process through which our tax laws are created and the important policy issues inherent in individual and corporate income taxes, consumption taxes, and wealth transfer taxes. Topics in this course are not limited to U.S. taxation and include an examination of systems used in other countries (such as the VAT) as possible alternatives to our current tax.

Prerequisite: ACC 403. Or ACC 673.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 650. Accounting Internship. 1-3 Credit Hours.**

Student is individually assigned to operating business firm or other organization to gain insight into management practice in area of career interest. Periodic reports and conferences required.

Prerequisite: ACC 312. Or ACC 633.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 660. Managerial Accounting in Healthcare Organizational. 3 Credit Hours.**

This course covers Managerial Accounting concepts applied to healthcare organizations. Topics include cost allocation and management control systems.

Prerequisite: ACC 212. Or ACC 608. Or ACC 671.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 662. Taxation of Multinational Corporations. 2 Credit Hours.**

This course introduces the fundamental tax concepts underlying U.S. taxation of international transactions. Topics include the taxation of U.S. corporations with income from foreign sources, intercompany pricing, anti-tax avoidance provisions, and tax treaties.

Prerequisite: ACC 640.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 664. Financial Reporting & Regulatory Issues in Complex Deals. 2 Credit Hours.**

This course focuses on the financial, cultural, and strategic aspects of international mergers and acquisitions (M&A) activity and has a global, cross-cultural perspective. It presents a strategic view of the M&A process, examining managerial decision making in the planning, execution, and post-merger phases.

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 665. Health Care Financial and Managerial Accounting. 2-3 Credit Hours.**

This course covers managerial and financial accounting concepts applied to health care organizations. Topics include cost allocation and management control systems.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 666. Accounting for Sustainability. 2 Credit Hours.**

Most large firms now report metrics of progress towards the firm's goals with respect to environmental, social, and governance (ESG) aspects of sustainability, often integrating sustainability reporting with financial reporting. The course examines the value of sustainability reporting in terms of indicating efficiency, risk, and brand capital. The course analyzes emerging metrics for sustainability and emerging reporting systems. The course also examines SEC and other regulations for reporting sustainability, and how such reporting is viewed by stakeholders.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 670. Financial Reporting and Analysis. 2 Credit Hours.**

The course focuses on the analysis and use of financial accounting information in the evaluation of corporate performance. The course initially demonstrates the accounting process and resulting generation of financial statements. Building on these core accounting concepts, the course emphasizes the understanding of financial statements prepared under U.S. and International Accounting Standards and the analysis of these financial statements including common size analysis, ratio analysis, the impact of taxes, and credit analysis. Completion of the course enhances the student's ability to read, interpret, and analyze financial statements for making investment, credit, acquisition, and other evaluation decisions. Limited to MBA students and Executive MBA students. Does not satisfy any accounting requirements needed to sit for the CPA Exam in Florida.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Summer.

**ACC 671. Accounting for Decision Making. 2 Credit Hours.**

The course focuses on the use of accounting information in reporting managerial performance and making business decisions. The course covers the preparation and use of managerial accounting information for use in planning, budgeting, control, break-even analysis and pricing, including the impact of taxes. Completion of the course will enhance the student's ability to understand managerial accounting reports and use this information in making business decisions. Limited to MBA students and Executive MBA students. Does not satisfy any accounting requirement needed to sit for the CPA Exam in Florida.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 672. Financial Statement Analysis. 2 Credit Hours.**

Advanced Financial Analysis and Valuation builds on the analytical techniques developed in the basic financial statement analysis course, Accounting 670: Financial Reporting and Analysis, to augment your understanding of more complex financial reporting issues and to introduce you to the valuation of equity investments. The viewpoint is that of the user of financial statements, particularly from the standpoint of an equity investor or purchaser of a business. We discuss each financial reporting issue in terms of its effect on assessments of a firm's profitability and risk. This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities.

Prerequisite: ACC 211. Or ACC 600. Or ACC 607. Or ACC 670.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 673. Taxation for Business and Investment Decisions. 2 Credit Hours.**

This course is designed to be the first tax course for students who are interested in acquiring the basic knowledge that all executives and investors should have about our federal income tax system. It studies basic concepts of federal income taxation applicable to all taxpayers. The basic income tax formula is studied including income exclusions, inclusions, statutory deductions, exemptions, and credits as well as property transactions. Completion of this course will enhance the students' appreciation of the role of taxation in making investment, employment-related, and business decisions. Not open to students with credit in ACC 403 or equivalent.

Prerequisite: ACC 312. Or ACC 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Summer.

**ACC 675. Compensation, Incentives and Strategic Control. 2 Credit Hours.**

Internal control is the process by which owners influence manager's of organization to implement the organization's strategies. The key idea is that different organizations typically have different strategies which in turn require different control systems for effective implementation. Internal control involves both formal systems and informal processes. Accounting 675 will begin by describing the formal aspects of management control such as the design of responsibility centers, budgets and standards, performance reports and management compensation. We will then explore the economic and financial reporting consequences (perhaps unintended) of various performance measurement mechanisms. In particular, we will focus on issues of short-termism, earnings, management, and attendant control failures that plague Corporate America today. Finally, we will discuss some of the regulatory changes brought about in recent times (e.g., Sarbanes Oxley) to address the apparent widespread control system failures.

Prerequisite: ACC 301. Or ACC 634.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 677. Forensic Accounting. 2 Credit Hours.**

This course provides an overview of fraud perpetrated against an organization, including employee theft, vendor fraud, customer fraud, and management fraud. You will learn how to investigate and quantify fraud, and how it can be detected and prevented as well as the accountants' role in litigation, such as acting as expert witness.

Prerequisite: ACC 312. Or ACC 633. And ACC 402. Or ACC 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**ACC 681. Introduction to Financial and Managerial Accounting. 4 Credit Hours.**

The first half of the course explores the role of accounting in providing financial information about an enterprise to decision-makers. Emphasis is placed on understanding financial accounting from both a preparer as well as user perspective. Course covers the reporting of financial position including coverage of assets, liabilities, equity accounts, the results of operations, and cash flows. Topics covered in the second half include various product costing techniques, analysis of cost behavior patterns, budgeting, and the use of accounting information in decision making from a managerial perspective.

**Components:** LEC.

**Grading:** GRD.

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

**ACC 682. Intermediate Accounting. 4 Credit Hours.**

The accounting principles guiding the financial reporting practices of entities that prepare financial statements in accordance with generally accepted accounting principles are discussed. The course begins with a detailed discussion of the components of the income statement as well as the balance sheet followed by more complex accounting applications such as leases, post retirement benefits, accounting for income taxes, and other topics. Additionally, the course includes coverage of the statement of cash flows.

Prerequisite: ACC 681.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ACC 683. Taxation. 4 Credit Hours.**

The course begins with a discussion of basic concepts of federal income taxation applicable to all taxpayers. The principles of individual income taxation, the tax consequences of property transactions, and an introduction to the impact of income taxes on corporations and partnerships are discussed. Emphasis is placed on study of the basic income tax formula including income exclusions, inclusions, statutory deductions, exemptions, and credits. This is followed by a study of Federal income tax laws and regulations as they affect corporations, partnerships, their owners, and employees. Emphasis is placed on tax planning aspects of formation, operation, distribution, and liquidation of corporations and partnerships.

Prerequisite: ACC 682.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 684. Accounting Information Systems. 4 Credit Hours.**

Course covers the nature, design, and implementation of accounting information systems. The objective of the course is to develop students' understanding of the theory and practice of relational database management systems in the accounting view of enterprise-wide databases. With a focus on controls, students build accounting system elements related to main accounting transaction cycles, the revenue cycle, and the purchase cycle.

Prerequisite: ACC 682.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ACC 685. Financial Statement Analysis and Valuation. 4 Credit Hours.**

This course emphasizes the fundamental techniques of financial statement analysis. Building upon core accounting and investment concepts, the course covers the analysis and interpretation of financial accounting information including the balance sheet, income statement, and statement of cash flows. The course also examines the use of accounting information in investment and credit decisions including the valuation of equity investments. The viewpoint is that of the user of financial statements, particularly from the standpoint of an equity investor or purchaser of a business.

Prerequisite: ACC 682.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Summer.

**ACC 686. Auditing. 4 Credit Hours.**

Course focuses on conducting an audit of financial statements in accordance with generally accepted auditing standards. Course covers accounting information systems, audit planning, audit risk and materiality assessments, evaluation of internal control, audit evidence, documentation, and audit reports. This is followed by discussion of advanced issues which arise in audit practice including audit reporting issues, fraud detection and reporting, attestation engagements, special reporting issues, compilation and review engagements, scope of services issues, and other new issues which have a significant impact on audit practice.

Prerequisite: ACC 682.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Summer.

**ACC 687. Advanced Cost Accounting. 4 Credit Hours.**

The course focuses on the use of accounting information in reporting managerial performance and making business decisions. The course covers the preparation and use of managerial accounting information for use in planning, budgeting, control, pricing, and in making other business decisions. Topics include in-depth studies of techniques and issues surrounding cost allocation methods, approaches to solving complex accounting problems, standard cost systems and variance analysis, and variable costing. Additionally, the formal aspects of management control such as the design of responsibility centers, budgets and standards, performance reports and management compensation will be discussed.

Prerequisite: ACC 682.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**ACC 688. Advanced Accounting and Financial Reporting. 4 Credit Hours.**

The primary focus of the course is on business combinations and preparing consolidated financial statements. Additionally, the accounting principles and practices applied to foreign operations and partnerships will be discussed along with foreign currency translation issues. This will be followed by an exploration of complex financial reporting issues of contemporaneous interest.

Prerequisite: ACC 682.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**ACC 689. Current Issues in Accounting. 4 Credit Hours.**

Current issues in accounting focuses on international financial reporting standards and accounting for governmental and not-for-profit organizations. This course introduces core concepts and tools of accounting and financial reporting for managers of global, governmental, and not-for-profit organizations.

Prerequisite: ACC 682.

**Components:** DIL.

**Grading:** GRD.

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

**ACC 690. Fraud and Forensic Accounting: Ethics and Legal Environment. 4 Credit Hours.**

This course focuses on conducting fraud examinations and includes discussion of procedures used in forensic accounting examinations -and the rationale supporting such procedures.

Prerequisite: ACC 682 And ACC 685.

**Components:** DIL.

**Grading:** GRD.

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

**ACC 698. Selected Topics. 1-3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 699. Directed Readings. 1-3 Credit Hours.**

Individually supervised research projects in selected fields. Approval of supervising professor as to topic and evaluation of project required at time of registration.

**Components:** THI.

**Grading:** GRD.

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

**ACC 701. Empirical Accounting Research I. 3 Credit Hours.**

This is the first course in Empirical Accounting Research for Ph.D. students. The course introduces students to the data sources; current techniques for accessing and analyzing accounting data; research methods employed in hypothesis testing; and the literature on positive accounting theory, accounting anomalies, institutional accounting, and disclosure. The emphasis will be on current research with a historical perspective.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Fall & Summer.

**ACC 702. Empirical Accounting Research II. 0-3 Credit Hours.**

This is the second course in Empirical Accounting Research for Ph.D. students. In this course, students will explore research on analyst estimates and stock recommendations, industry research in accounting, and empirical research on compensation. The course will critically evaluate the theory, research design, and methodology employed in these studies. Prerequisite: ACC 701 or permission from the instructor.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**ACC 703. Empirical Accounting Research III. 3 Credit Hours.**

The course is designed for Ph.D. students in accounting, finance, and related fields. Its primary objective is to advance your understanding of how to conduct and evaluate empirical archival research. The course focuses on research design and causal inference. The assigned studies and topics will help to illustrate common econometric techniques and methods and the application of these tools to empirical research. The course is intended to complement existing method courses (e.g., applied econometrics/statistics) by providing a transfer of abstract concepts to specific applications and best practices in the field of accounting, finance, and economics.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 715. Seminar-Based Doctoral Students Workshop in Accounting. 1-3 Credit Hours.**

This course provides Accounting PhD students an opportunity to i) incorporate contemporary accounting research into their knowledge base ii) learn about emerging topics in accounting research and about areas not covered in other courses, iii) improve their critical thinking and research presentation skills, and (iv) be prepared to effectively engage with the presenter during the Seminar.

**Components:** RSC.

**Grading:** SUS.

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

**ACC 823. Topics in Empirical Accounting Research I. 3 Credit Hours.**

This is the first course in Empirical Accounting Research for Ph.D. students. The course introduces students to the data sources; current techniques for accessing and analyzing accounting data; research methods employed in hypothesis testing; and the literature on positive accounting theory, accounting anomalies, institutional accounting, and disclosure. The emphasis will be on current research with a historical perspective.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**ACC 824. Topics in Empirical Accounting Research II. 3 Credit Hours.**

This is the second course in Empirical Accounting Research for Ph.D. students. In this course, students will explore research on analyst estimates and stock recommendations, industry research in accounting, an empirical research on compensation. The course will critically evaluate the theory, research design, and methodology employed in these studies.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 825. Comprehensive Test Preparation. 1-3 Credit Hours.**

Doctoral students who are preparing for their qualifying examinations may use this course designation. Enrolled students must develop, with the approval of their advisor, a "Plan of Study" for these credits.

**Components:** THI.

**Grading:** SUS.

**Typically Offered:** Offered by Announcement Only.

**ACC 826. Introduction to Textual Analysis in Accounting Research. 3 Credit Hours.**

This course will provide students with essential practical skills to apply popular textual analysis methods and help develop understanding of the key concepts and challenges associated with textual analysis and data analysis.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 827. Topics in Empirical Accounting Research III. 3 Credit Hours.**

This course focuses on research at the intersection of corporate governance and accounting. Thus, it can cover topics such as executive compensation and turnover, board of directors, institutional investors, shareholder activism and ESG. The instructor can choose to focus on one of these areas or cover selected research from multiple areas.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ACC 830. Pre-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken prior to Ph.D. student's candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 hours of ACC 830 may be taken in a regular semester, nor more than six in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**ACC 840. Post-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken after Ph.D. student has been admitted to candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 credits in ACC 840 may be taken in a regular semester, nor more than six credits in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**ACC 850. Research in Residence. 1 Credit Hour.**

Used to establish research in residence for the Ph.D. and D.A., after the student has been enrolled for the permissible cumulative total in appropriate doctoral research. Credit not granted. May be regarded as full-time residence as determined by the Dean of the Graduate School.

**Components:** THI.

**Grading:** SUS.

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

**BSL 624. Negotiation: Theory and Practice. 2-3 Credit Hours.**

This experiential course is designed to introduce graduate business students to the theory and practice of negotiation. The lectures and readings will discuss negotiation theory, equipping students with the concepts and terminology to prepare and execute value-creating, interest-based negotiations. Negotiation exercises will provide the student with an opportunity to apply the theoretical elements of the course in live, simulated negotiations. Extensive review of these simulated negotiations through classroom discussion and film analysis will assist students in cementing their understanding of the use of negotiation theory in practice. Although negotiation theory is applicable to a wide variety of academic contexts, this course focuses on negotiations in the practice of law and business.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BSL 675. Advanced Business Law. 2 Credit Hours.**

Advanced Business Law focuses on the following substantive subject areas commonly encountered by Certified Public Accountants and tested on the Uniform Certified Public Accountancy Examination: business ethics, contracts (including formation, performance, breach, and remedies), commercial transactions under UCC Article 2, commercial paper, agency principles, and secured transactions. Special attention is given to the areas tested on Regulation section of the Uniform CPA Exam.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BSL 685. Legal Aspects of Health Administration. 2-3 Credit Hours.**

Derivation of rule of law governing health providers, vicarious liability of administrative and medical personnel, informed consent, and other related problems are discussed.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**BSL 690. Responsible Business. 2 Credit Hours.**

BSL 690 explores the law's role in regulating responsible business and the impact of law on managerial decision-making. Students will evaluate whether the law engineers responsible, sustainable business, focusing on tort, compliance, and criminal law as examples of the law as regulator. Critical to this analysis is the degree to which ethics and corporate social responsibility are vital gap fillers. Students will achieve a firm grasp on and will practice using ethical decision-making models. Other topics include, for example, contract law as a means to achieve mutually agreed-upon responsible conduct in business.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring & Summer.

**BSL 691. The Public Corporation: Legal Perspectives. 2 Credit Hours.**

The Public Corporation: Legal Perspectives reviews the laws governing the formation, operation, regulation, and governance of the public corporation with the objective of providing the graduate business student a sophisticated examination of the legal and social aspects of managing the money of others. Further, the course examines the rules and regulations governing the raising of capital from the public through the sale of securities for the development of and investment in a private enterprise.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**BSL 692. Legal Implications of International Business Transactions. 2-3 Credit Hours.**

International legal framework, transactional legal issues in finance, marketing, management, and distribution. Case studies in substantive international legal topics such as international sales contracts, international documentary sale, international terms of trade, legal implications and substantive rules governing international finance, collections, payments, and letter of credit, the resolution of international disputes with a particular emphasis and examination upon the management of litigation, enforcement of foreign judgments, and alternative dispute resolution are also included.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BSL 693. Intellectual Property Law and Innovation. 2 Credit Hours.**

This course is designed to acquaint the graduate business student with the general framework of intellectual property laws that inform innovation, marketing, competition, and business development in the U.S. The readings and classroom discussion will assist the student in (1) understanding of the legal framework as it relates to the creation, use and monetization of intellectual property; and (2) developing an ability to timely recognize the intellectual property implications of proposed business decisions or ventures. Use of case studies will assist the student in developing a rubric for the recognition and proper consideration of the intellectual property implications of common business transactions and practices. Special emphasis will be placed on a discussion of the ethical issues arising out of information technology, unfair competition, and management of intellectual property across various industries, with a special focus on technology. In-class simulations will assist the student in putting concepts into practice in an experiential format.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BSL 694. Real Estate Law. 2 Credit Hours.**

Real Estate Law focuses on the U.S. legal system as it relates to the buying, selling, and financing of real property. In addition to traditional text material, the analysis of U.S. court cases is used to detail the legal factors of ownership rights and liabilities, specific interests in real property, contracting issues related to the purchase and sale of real property, as well as financing and closing the real estate transaction. The course provides a problem-solving experience, which is intended to develop graduate students' critical thinking process as well as their skills in oral and written communication.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**BSL 695. Responsible Business. 3 Credit Hours.**

Law and legal process are examined as they mix with the politics and ethics of business, including the weight given to legal implications in the executive decision-making process.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**BSL 696. Legal and Ethical Implications in Executive Decision Making. 3 Credit Hours.**

Business and public administration cases requiring identification of the legal, ethical, and social elements as well as the determination of the weight such elements should have in setting policy are discussed. Integration of law and ethics with public and business administration is also included.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BSL 698. Selected Topics. 1-3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 601. Python Programming. 2-3 Credit Hours.**

This course covers the fundamentals of programming logic and structured programming principles including problem solving, algorithm design, and program development using Python. The course introduces the student to object-oriented programming through a study of the concepts of program specification and design, algorithm development, and coding and testing using a modern software development environment. Students learn how to write programs in an object-oriented high-level programming language Python. Topics covered include fundamentals of algorithms, flowcharts, problem solving, programming concepts, classes and methods, control structures, strings, and data structures. Throughout the semester, problem solving skills will be stressed and applied to solving computing problems. Weekly assignments will provide hands-on experience in topics covered in this course.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 603. Data-Driven Decision Making. 2-3 Credit Hours.**

Course is designed to provide prospective managers and employees a deep understanding of the principles of data-driven decision making and the relevant tools. Topics include information architecture of a modern organization, data-driven business models, analytical paradigms, analytical thinking, decision making biases, and analytical tools for business decision making. This class combines lectures, discussions, and hands-on exercises that in tandem help students understand the data-driven decision-making lifecycle and toolkits.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.



**BTE 608. Technology and Innovation. 1 Credit Hour.**

The focus of this course is two-fold. First, it deals with some of the digital innovations shaping our businesses. We look into some of the core technologies such as blockchain and machine learning. We examine closely the way by which such technologies become the basis for innovation processes with the potential to change companies and even industries. In doing this, platforms and platform architectures are covered. Second, the course covers the strategic management of technology innovation. It deals with the industry dynamics of technological innovation as it is expressed in terms of standards battles, modularity, and platform competition. It furthermore deals with how to formulate and implement technological innovation strategies.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**BTE 609. Artificial Intelligence for Business. 1-2 Credit Hours.**

The unprecedented improvement in the performance-price ratio of computer processing technology and data storage and management, as well as the use of more advanced algorithms, has moved machine learning from IBM's Poughkeepsie Laboratory in the 1950s to the heart of today's most successful platform businesses. Examples such as GE Healthcare's Edison, Skype's recommendation engine, and IBM Watson witness of new interesting applications of artificial intelligence, promising to shape our future businesses. We are indeed increasingly recognizing how this potential is turning into a new business reality. The pervasive use of artificial intelligence as reflected in, for instance, self-driving cars, robotic technology, and language technology is impressive in itself. It promises to challenge what we know about transportation, service work, intellectual activity, and so on. In this regard, digital technology is no longer merely a way of more efficiently supporting business processes, but also something that will strategically shape the core of what companies do. At the same time, for the individual firm, turning the promise of artificial intelligence into successful business application can be challenging. The firm needs to develop its AI capability and use that capability to improve its products and services. This course deals with the factors that facilitate business use of artificial intelligence including AI capability, data management, user-centered design, and platform governance.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 610. Digital Transformation. 2 Credit Hours.**

Course is designed to give prospective managers and line employees an understanding of how technology can be used to transform business and how organizational change occurs in that context. Topics include technology platforms and solutions, design thinking, technology-business models, technology leadership issues, managing technology change, and innovation through technology.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**BTE 611. Blockchain and the Internet of Value. 1-2 Credit Hours.**

The course deals with blockchain technology and its promise for a variety of business applications. It offers basic knowledge of blockchain as it manifests in its business models, use cases, and technology. It then covers themes such as decentralized finance, the crypto ecosystem, on-chain analysis, regulation, tokenization, non-fungible tokens, and global perspectives on blockchain adoption and diffusion.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 612. Cloud Technologies. 2-3 Credit Hours.**

Course addresses the needs of business students who wish to expand their understanding of cloud technology fundamentals. Focusing upon their use in today's enterprises, the course aims to provide students with knowledge of a variety of technological cloud concepts commonly used in the IT Organization's systems development initiatives and enables students to understand the implications of deploying such technologies within the enterprise.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 613. Business Intelligence Technologies. 2 Credit Hours.**

Course facilitates business decision makers in their understanding of data analysis tools that operate over data warehouses and 'data marts' more commonly referred to as Business Intelligence. Course focuses upon using technologies to drive effective data driven decision making through effective mining of corporate data warehouses, thus improving operational efficiency and ultimately increasing profitability. Students are exposed to the concepts, analysis techniques, data cubes, and manipulation of information extracted from a data warehouse that enables the formulation and execution of business strategies. Data analysis case studies are used to reinforce students' understanding and strategic use of results to accomplish business objectives.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 614. Launching a High Tech Venture. 2 Credit Hours.**

This course develops an understanding of the entrepreneurial processes as they apply to new technology ventures. Topics include: venture formation, venture and angel investments, innovation and creativity, business plan creation, human capital, ethics, and intellectual property.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 615. Enterprise Analytics. 2-3 Credit Hours.**

This course aims to create an understanding of how organizations create, develop and maintain enterprise analytics. The course follows the literature of thought leaders such as Tom Davenport and shows strategies for integrating analytics across organizational silos, developing leadership structures in the technical group, identifying the best targets for results in the expanding data landscape, managing scarce human and technical resources and maintaining an analytical focus.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 617. Information Technology Project Management. 2 Credit Hours.**

Course covers the identification and development of information technology plans for projects supporting the organization's business objectives and all activities required in the initiating, planning, executing, controlling, and closing phases of the project's lifecycle. Course is intended to provide the body of knowledge and best practices necessary for a new Consultant, Business Analyst or Project Manager to successfully perform his/her responsibilities on a wide variety of IT enterprise projects.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 620. Database Development for High Performance Computing. 2 Credit Hours.**

Course enables software developers to understand the fundamental database concepts, practice, and emerging trends in relational database design and implementation for high performance computing. Formal query languages are covered including SQL, No SQL and relational object-orientated databases are examined. Other topics include database performance tuning and query optimization, distributed database systems, administration and security.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 621. Management of Digital Transformation. 2-3 Credit Hours.**

Course is designed to give prospective senior managers an understanding of how technology can be used to transform business. Topics include technology platforms and solutions, design thinking, technology-business models, technology leadership issues, managing technology change, and innovation through technology.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 622. High Performance Computing. 2 Credit Hours.**

The course is designed to introduce HPC and Big Data Compute environments. Topics include: Cloud concepts, container concepts, distributed file systems, dockers, fundamentals of the ETL process, introduction to the Hadoop environment, Pig, Hive and JAQL, BigSQL, and SQL.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 623. Database Management Systems. 2-3 Credit Hours.**

Course covers the fundamental concepts of database management systems using the Oracle DBMS. Topics include database theory and terminology, logical modeling, normalization, SQL language, database design and implementation, database administration, data security, database transaction/concurrency, and data backup.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 624. Mobile Apps Development. 3 Credit Hours.**

The course covers the programming languages associated with the iPhone application. Topics include the development platform, the libraries used, memory management, communication and power systems, APIs and tools associated with application development for the mobile environment.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 625. Managing Smart Contracts. 2-3 Credit Hours.**

The course provides an introduction to Ethereum including programming smart contracts. The course will give students a good grasp of using the fundamental tools of Ethereum. With this course, students will become technically enabled to enter the world of blockchains and start creating decentralized applications (dapps). In addition to the skills developed in this course, students will also learn about key concepts including blockchain-based apps, contracts, and transactions that will allow them as a future entrepreneur or manager to envision and lead blockchain-based innovation and transformation initiatives.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 635. Cybersecurity. 2-3 Credit Hours.**

The course covers technical and managerial aspects associated with the deployment of mobile communication platforms such as phones and tablets. The course investigates and introduces some of the security measures that can be employed to safeguard these devices and explores some of the tools used in designing these measures. Topics includes: Ethical Hacking, social engineering strategies, and other approaches to managing these vulnerabilities.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 646. Product Management in the Digital Age. 2-3 Credit Hours.**

This course offers the fundamentals of product management and the variety of skills that a product manager needs to succeed across the digital product innovation process. The course deals with the exploration, execution, and business model phases of product management. As such, it covers the role of a product manager, the changing nature of products, customer-centric inquiry, data analytics for product development, prototyping, product releases, product road mapping, management of cross-functional teams, project management metrics and execution, agile work, product scaling, product ecosystem, product design ethics, and so on.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**BTE 650. Introduction to Health Informatics. 2-3 Credit Hours.**

The course develops an understanding of the role of information systems and technology within a healthcare organization. It examines the business and technical issues associated with the selection, deployment and use of health informatics, both in the clinical and back office areas. Health informatics, for the purpose of the course, is defined as the convergence of information technology, information management, and health care, at various levels, ranging from simple data gathering, to the design and implementation of new health care information systems.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 652. Business Technology Capstone. 2 Credit Hours.**

The Business Technology Capstone course provides students with practical, hands-on research experience and gives them an opportunity to apply the skills learned throughout the degree to a real-world technology related project. Working either through a meta-study of data and methods from the research literature or closely with a sponsor organization, student teams will solve a relevant business problem using the methods, tools and techniques from business technology. Students can expect to be exposed to the entire spectrum of Business Technology topic areas; from digital transformation, platform systems, ethical issues, data systems and architectures, crypto-blockchain and AI. As part of their study students will practice effectively communicating with stakeholders involved in the research data, methods, subject problem area and outcome metrics.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 661. Artificial Intelligence: Principles and Techniques. 2-3 Credit Hours.**

This course will teach the foundations of AI, giving students a technical but practical understanding of the field. The course covers the core concepts of AI, including but not limited to heuristic search, knowledge representation and reasoning, prediction, cognitive computing, natural language processing, vision, robotics, and IoT as a platform for AI applications.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 665. Applied Software Project Development. 3 Credit Hours.**

Advanced concepts and techniques in application project development. Topics include project management, program testing, documentation, application installation, and application maintenance. Students will work on a group project to sharpen their implementation skills. Prerequisite: CIS 223 or 226 or equivalent.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 680. Topics in Business Technology. 3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 682. Topics in Business Technology. 3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 684. Topics in Business Technology. 3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 685. Topics in Business Technology. 3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 686. Topics in Business Technology. 3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 687. Topics in Business Technology. 3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 688. Topics in Business Technology. 3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 689. Topics in Business Technology. 1-3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 690. Directed Study in Business Technology. 1-3 Credit Hours.**

Investigation and research in special areas of interest. Offered by special arrangement.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 691. Directed Study in Business Technology. 1-3 Credit Hours.**

Investigation and research in special areas of interest. Offered by special arrangement.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 692. Digital Innovation: Emerging Business Technologies. 3 Credit Hours.**

The objective of the course is to familiarize the student with recent developments in research at the intersection between digital innovation and emerging technologies such as artificial intelligence, blockchain technology, and platforms. The course is intended to generate an understanding of the theoretical, empirical, and methodological foundations of digital innovation research across emerging business technologies.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 693. Computational Methods and Field Experiments. 2-3 Credit Hours.**

The use of computational methods for collecting and analyzing data is becoming increasingly important in the social sciences in general and business technology in particular. The objective of the course is to familiarize the student with computational methods in business technology research and beyond. The focus is on methods and practices that help the researcher to design experiments, develop technologies to collect data, and deploy novel methods to analyze such data.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 694. Phenomenon-Driven Theory Development. 3 Credit Hours.**

The objective of the course is to familiarize the student with theory development in business technology research and beyond. The focus is on methods and practices that help the researcher to develop theories that are interesting, rigorous, and valid.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 699. Directed Study in Business Technology. 1-3 Credit Hours.**

Offered by special arrangement.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**BTE 751. Empirical Faculty Research Design and Applications. 3 Credit Hours.**

This course is designed to provide a fundamental understanding of methodological concepts as well as up-to-date skills in applying various experimental and non-experimental analytical techniques for designing empirical studies. The course is designed broadly for PhD students in business schools, and the concepts and applications covered in this course are useful for both micro and macro empirical (experimental and observational) studies that require causal inference.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**BTE 830. Pre-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken prior to Ph.D. student's candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 hours of BTE 830 may be taken in a regular semester, nor more than six in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**BTE 840. Post-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken after Ph.D. student has been admitted to candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 credits in BTE 840 may be taken in a regular semester, nor more than six credits in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**BTE 850. Research in Residence. 1 Credit Hour.**

Used to establish research in residence for the Ph.D. and D.A., after the student has been enrolled for the permissible cumulative total in appropriate doctoral research. Credit not granted. May be regarded as full-time residence as determined by the Dean of the Graduate School.

**Components:** THI.

**Grading:** SUS.

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

**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.

**ECO 600. Empirical Methods in Economics I. 3 Credit Hours.**

An introduction to the empirical analysis of economic data and models. Topics include probability and measure theory, large sample theory and limit theory, and regression models.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 601. Dynamic Systems in Economics. 3 Credit Hours.**

An introduction to the analysis of dynamic models in economics. Topics include differential and difference equations, dynamic optimization, recursive methods and dynamics programming, and computational methods.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 602. Game and Information Theory. 3 Credit Hours.**

An introduction to the analysis of uncertainty, information, and strategic behavior. Topics include decisions under uncertainty, noncooperative games, and agency problems.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 603. Advanced Dynamic Theory & Applications I. 3 Credit Hours.**

Selected topics in advanced dynamic theory. Topics may include: monetary theory & policy, asset pricing, dynamic public finance, and open economy macroeconomics.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 604. Advanced Dynamic Theory & Applications II. 3 Credit Hours.**

Selected topics in advanced dynamic theory. Topics may include: monetary theory & policy, asset pricing, dynamic public finance, and open economy macroeconomics.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ECO 610. Mathematical Economics and Applications. 2-3 Credit Hours.**

The course will focus on specific applications of microeconomic theory, which may vary each semester. Topics may include choice under uncertainty, game-theoretic models of insurance markets, principal-agents problems, and basic auction theory. The discussion of each application will be preceded by a discussion of the mathematical tools required. The mathematics topics covered may include basic theory of sets and functions, concave / convex functions and their role in optimization, expectations, conditional probability, Bayes rule, and order statistics.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 611. Labor Economics (III). 3 Credit Hours.**

The formulation and testing of models of labor markets. The application of the tools of microeconomics and econometrics to the analysis of labor markets. Leading contributions in the areas of dynamic analysis of labor markets, human capital investment, the determinants of the wage structure, time allocation and search models, dual and internal labor market models, and analysis of government policy are discussed.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 612. Topics in Economic Theory & Applications I. 3 Credit Hours.**

Selected topics and applications in economic theory. Topics may include: empirical industrial organization, environmental economics, public finance, and international trade.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ECO 613. Microeconomics of Sustainability. 2 Credit Hours.**

The course examines production and costs from a sustainability perspective, emphasizing the tradeoffs associated with reducing energy and other natural resources in production processes. Conditions under which reducing natural resources while using more of other inputs reduces total costs without sacrificing production are derived. Extensions are studied in which the same conditions are derived under a more general definition of costs which includes the costs of natural resource use to society and to brand reputation. The course then examines consumer demand for energy efficient products, emphasizing financing arrangements which allow the household to avoid the up-front fixed costs of energy efficient durable goods. Finally, the course examines externalities: actions by the firm which impose costs or benefits to society in a way which is not accounted for by prices.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 614. Valuing Public Goods. 2 Credit Hours.**

While the costs of becoming more sustainable are relatively straight forward for the firm to quantify, the benefits to society (social benefits) are more difficult to determine. Nonetheless, assessing how clientele and other external stakeholders value sustainable practices is important if firms are to prioritize their efforts. This course will introduce students to the world of non-market valuation: the valuation of goods and services for which no true market exists with prices to reveal how much consumers are willing to pay. This class will provide a solid foundation for any manager to begin to understand how to appropriately value sustainable practices, enabling the firm to choose projects that provide the most social benefit net of implementation costs.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 615. Managing Regulation Compliance. 2 Credit Hours.**

Sustainability initiatives must be integrated with a complex set of government regulations. Regulation systems such as standards, tradeable permits, and taxes are analyzed from the firm's point of view. Regulation systems are also studied when compliance costs are uncertain or changing over time. Many modern regulation systems allow firms to earn credits by over-complying, which can be sold or banked for future use. The course will study compliance/credit management, including over the business cycle and when regulation changes over time. The value of compliance/over-compliance to the firm's brand and to society/external stakeholders is integrated into the optimal compliance decision.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 616. Sustainability and Market Dynamics. 2 Credit Hours.**

The course studies the impact of sustainability initiatives on the organization of firms in the market. The course derives conditions under which sustainability initiatives favor market entrants over incumbent firms and the reverse. The course studies the use of sustainability initiatives by firms to segment the market. The value of sustainability initiatives in oligopolistic versus competitive markets are also studied. Finally, the value of sustainability initiatives to external stakeholders and to the firm's brand is integrated with the benefits and costs of changes in the competitiveness of the market resulting from the sustainability initiatives.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 617. Enterprise Risk Management. 2 Credit Hours.**

Tools for the measurement and mitigation of risk are developed. Measurement tools include value at risk measures, expert opinion, and the use of market prices. Mitigation tools include catastrophe bonds, derivatives such as weather derivatives, and adaptations (building resilience). Risks that are relevant to sustainability, such as fat tailed risk and environmental catastrophes, are emphasized. The value of environmental risk reduction to the firm and society are derived.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ECO 620. Empirical Methods in Economics II. 3 Credit Hours.**

Advanced methods for the analysis of economic models and data. Topics include Bayes and likelihood theory, endogeneity and selection, causal inference, time series methods, and panel data.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ECO 621. Dynamic Economic Theory. 3 Credit Hours.**

An introduction to the analysis of dynamic economic theory in economics and its applications. Topics include general equilibrium, economic growth and business cycles, optimal fiscal and monetary policy, and firm dynamics.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ECO 625. Advanced Empirical Methods & Applications I. 3 Credit Hours.**

Practical applications of econometrics are surveyed. Computer packages are used to examine economic data. Topics include the series analysis, limited dependent variable models, pooling cross section and time series data, model selection, and rational expectations models.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 633. Game & Information Theory II. 3 Credit Hours.**

Advanced methods for the analysis of uncertainty, information, and strategic behavior. Topics include auctions, contract theory, financial intermediation, matching, and optimal assignment.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ECO 634. Topics in Economic Theory & Applications II. 3 Credit Hours.**

Selected topics and applications in economic theory. Topics may include: empirical industrial organization, environmental economics, public finance, and international trade.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**ECO 643. Firms, Institutions, Stakeholders. 2 Credit Hours.**

Understanding the role that firms play in society is of paramount importance. Indeed, many have recently challenged (1) traditional notions of what a firm is, (2) what the objectives of the firm are, and (3) how the firm operates in its institutional environment. In this course, students begin by learning what a firm is, especially by studying theoretical boundaries of the firm: what activities are best done by a firm and what activities are best done outside the boundaries of the firm? We will also discuss how these activities have changed over time and how the answer differs for corporations, closely held businesses, and non-profits. Students will then learn the objectives of the firm. Students will compare the traditional profit maximization objective with more recent notions which consider multiple stakeholders and environmental and social considerations. Students will learn how the pursuit of these objectives affects the welfare of society. Finally, students will learn how a firm operates within industry institutions (markets), economic institutions (capitalism, socialism, and mixed systems), and political institutions (democratic, technocratic, and autocratic). Throughout, students will learn how traditional strategic decisions (including mergers, market entry, choice of countries in a firm's supply chain, and R&D) depend critically on these institutions and objectives, which vary across countries and are changing over time.

**Components:** LEC.

**Grading:** SUS.

**Typically Offered:** Fall.

**ECO 645. Regulations Economics. 3 Credit Hours.**

This course examines public policies for dealing with problems arising in markets in which competitive forces are weak. The focus is on monopolies, oligopolies, cartels, and other environments where market mechanisms are unlikely to produce outcomes that benefit consumers more than the alternatives involving costly government intervention.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 675. Latin America and the Global Economy. 3 Credit Hours.**

Analysis of the economic, political, and social forces at work in the changing economies in Latin America.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 680. Essentials of Economics. 2 Credit Hours.**

This course provides an introduction to the core concepts of economics. Topics include allocation of scarce resources by the laws of supply and demand, use of the market place as the principle organizing and distribution tool of the economy, externalities, and market failure. Pollution of the environment is treated as a needed correction to be done by public regulation through taxation and legislation. The principal forms of firm organization and dissolution are also discussed. Applications of the laws of supply and demand are made to forecasting demand and analyzing cost structure. The entry and exit of firms and the valuation of the firm is also covered.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 685. Managerial Decisions in a Global Economy. 2 Credit Hours.**

Modern techniques of economic analysis and decision science are applied to the management of the firm in a global environment. Business planning and the determinants of supply and demand are an integral part of the course. The principal forms of business organization and dissolution are reviewed. The major issues confronted by the firm: Principal-agent problem (or how to motivate managers to act in the best interest of the owners, the shareholders), moral hazard, discounting of free cash flow and terminal value, economies of scale and scope, and strategic management decision making are covered.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 690. Managerial Economics. 3 Credit Hours.**

An economic study of the environment in which the decision making process takes place in management and the functional areas. Structured especially for students without an undergraduate background in economics. Credit not applicable toward 36-credit professional MBA component.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**ECO 691. Managerial Economics. 3 Credit Hours.**

Application of economic analysis to the formulation and solving of management problems and the determination of business policy.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 692. Advanced Empirical Methods & Applications II. 3 Credit Hours.**

Selected topics and applications in econometrics. Topics may include: machine learning, nonparametric estimation, and causal inference methods. Applications in various fields: finance, labor, environmental, health.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 693. Applied Managerial Economics. 1 Credit Hour.**

Managerial Economics is the application of economic theory to decisions made by firms and managers. This course approaches managerial economics from the point of view of a data driven manager or firm, seeking to apply economic theory to make business decisions. The course starts by teaching students how to use data on costs, sales, and pricing available at any firm to compute key metrics that needed to apply economic theory to business decision making. Students will learn data-driven methods to make key business decisions, such as how much to produce, what price to charge, and advanced pricing strategies such as up- charging and price discrimination. Students will learn how to make these decisions in both competitive and imperfectly competitive industries. Given the explosion of data being collected in many industries, companies are increasingly focused on combining economic theory and data to make better decisions. Indeed, many firms such as Google and Microsoft are now have in-house economics departments (as well as economists who work at investment banks and consulting firms) to advise on such decisions. Because in general these very fundamental decisions are made by higher level executives, economics becomes critically important for CEOs and other senior executives. This is one reason why economics is the most common major among Fortune 500 CEOs.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 694. Game Theory and Economic Strategy. 1 Credit Hour.**

Game theory is a powerful tool for making strategic decisions. This course teaches students how to use game theory to make better strategic decisions. The setting is a small group of firms (e.g. Apple and Samsung) or managers (e.g. a small team). In such settings, managers must anticipate decisions by others and react accordingly, and anticipate how others will react to their decisions. Game theory teaches students how to anticipate decisions by others, which allows for better strategy. The course will teach game theory tools for cases when managers make decisions simultaneously, when managers make decisions sequentially, and cases where managers have incentives to make their decisions hard to predict. Strategic decisions analyzed include price competition, market segmentation, market entry/exit, flash sales, cartels and collusive behavior, strategic inventory decisions, entry deterrence, and many others.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 695. Global Economics. 2 Credit Hours.**

This is a course in global economics with focus on economic policies and country risk. We study the aggregate behavior of macroeconomics variables that are relevant for business decisions. We take into account the interaction of the national economy with the rest of the world. In other words, we do global economics and study the roles of monetary and fiscal policies in an open economy, foreign direct investment, and the exchange rate.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**ECO 698. Selected Topics. 1-3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 699. Directed Study. 1-3 Credit Hours.**

Graduate-level supervised readings, individual research project or independent investigation of selected economics problems. Offered only by special arrangement with supervising faculty member, who approves topic and evaluation process at time of registration.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 750. Applied Economics: IO. 3 Credit Hours.**

The first part of the course will focus on static analysis of market outcomes. The emphasis will be on empirical work, and there will be a number of places where we take digressions into econometric and computational issues. The second part will focus on related fields (bargaining, auctions and market design), and then move on to dynamic analysis in I.O. (both single and multiple agent dynamic models).

PRE-REQUISITE: ECO 602 AND ECO 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 760. The Theory of International Trade. 3 Credit Hours.**

This course presents rudiments in trade theory and open macroeconomics. International arbitrage as well as determination of the values of currencies and stocks.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**ECO 830. Pre-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken prior to Ph.D. student's candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 hours of ECO 830 may be taken in a regular semester, nor more than six in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**ECO 840. Post-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken after Ph.D. student has been admitted to candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 credits in ECO 840 may be taken in a regular semester, nor more than six credits in a summer session.

**Components:** THI.

**Grading:** SUS.

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



**ECO 850. Research in Residence. 1 Credit Hour.**

Used to establish research in residence for the Ph.D. and D.A., after the student has been enrolled for the permissible cumulative total in appropriate doctoral research. Credit not granted. May be regarded as full-time residence as determined by the Dean of the Graduate School.

**Components:** THI.

**Grading:** SUS.

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

**ECO 860. The Theory of International Trade. 3 Credit Hours.**

This course presents rudiments in trade theory and open macroeconomics. International arbitrage as well as determination of the values of currencies and stocks.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 602. Fundamentals of Finance. 3 Credit Hours.**

This is an integrated business course that focuses on the fundamental principles needed for better financial decision-making. First, the course will expose students to the fundamental concepts of investment theory and financial markets. The second part of the course provides students with the tools necessary to answer a key question facing corporate managers: What are good investments? Beyond these traditional topics in finance, the course exposes students to the emerging field of behavioral finance.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 603. Advanced Corporate Finance. 3 Credit Hours.**

Applications in corporate finance. This class builds on the core MBA courses in our executive MBA program, especially Fundamentals of Finance (Finance 602). Topics include working capital management, financial planning, basic option valuation, agency theory, capital structure management, mergers and acquisitions, liabilities management and leasing. Note: required for Finance concentration.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 608. Entrepreneurial Finance. 2 Credit Hours.**

This course explores the principles, institutions, and steps involved in the early-stage financing of startup ventures. The course explores traditional sources of equity- and debt-based entrepreneurial capital, newer financing techniques such as crowdfunding, and the financial considerations in the selection of a venture's legal structure. Students also learn the basics of the financial tools investors use to evaluate startup investments: historical and pro forma financial statements, financial statement analysis, and valuation. Time value of money concepts will be incorporated through the course as each topic dictates.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 613. Intermediate Corporate Finance and Investments. 4 Credit Hours.**

This course builds on the fundamentals of financial accounting and finance and provides an in-depth exploration of investments and corporate finance. Topics such as capital structure, the cost of capital, advanced capital budgeting, security valuation, and portfolio theory are covered.

**Components:** DIL.

**Grading:** GRD.

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

**FIN 614. International Finance, Valuation, and Financial Statement Analysis. 4 Credit Hours.**

This course uses an interdisciplinary approach combining international and corporate finance to build knowledge of international investment and valuation. This course teaches global financial decision making through student collaboration and real-world applications.

Prerequisite: FIN 613.

**Components:** DIL.

**Grading:** GRD.

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

**FIN 615. Financial Decision Making. 4 Credit Hours.**

This course explores decision-making theory to better understand why investors, money managers, and corporate managers make suboptimal economic and financial decisions. Specifically, the course focuses on the psychological, social, and cultural determinants of suboptimal investor and managerial behavior. A variety of behavioral "biases" are examined as well as the impact of those biases on security prices, corporate policies, and aggregate economic outcomes. In addition, the course investigates whether the mistakes generate market inefficiencies that can potentially be exploited.

Prerequisite: FIN 614 and FIN 635.

**Components:** DIL.

**Grading:** GRD.

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

**FIN 616. Advanced Corporate Finance. 4 Credit Hours.**

This course introduces students to advanced corporate finance topics, and builds directly on established concepts from prerequisite finance courses. The course integrates conceptual and applied case methodologies to develop practical solutions to real-world problems. Topics typically covered include working capital management, financial planning, optionality in decision making and hedging, agency theory, long-term debt management, leasing, and leveraged buy outs.

Prerequisite: FIN 614 and FIN 635.

**Components:** DIL.

**Grading:** GRD.

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

**FIN 617. Derivatives and Financial Modeling. 4 Credit Hours.**

This course explores modelling applications for corporate finance and investments topics. Modelling financial problems in Excel is the standard way to approach in-depth analysis and understanding of complex problems. This course will look at several different types of models and financial applications. In addition, the class will explore financial options, futures, swaps, and financial engineering. It includes descriptive information, theory and applications. The goal of the descriptive information is for students to gain familiarity with the instruments and the markets where they trade. Theory is covered to understand the instruments, their pricing and behavior under different market conditions. Finally, applications of the use of derivative securities will be investigated in equity, fixed income, foreign currency, commodity, and credit markets.

Prerequisite: FIN 635 and FIN 613 and FIN 614.

**Components:** DIL.

**Grading:** GRD.

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

**FIN 618. Quantitative Finance and Microstructure. 4 Credit Hours.**

This course provides a cross-disciplinary coverage of statistics and market microstructure. Students will learn how to use Excel to organize and present data sets to visualize the general characteristics, and how to identify and understand the use of specific measures of location and dispersion. We will cover the most important discrete and continuous probability distributions, and apply and understand the Central Limit Theorem. Furthermore, we will calculate, use and interpret confidence intervals and hypothesis testing about the population mean and population variance. On the microstructure part, we will learn about the market structures used to trade securities, analyze the basic types of orders available to investors, and evaluate the risks and benefits of high-frequency trading and dark pools in financial settings.

**Components:** LEC.

**Grading:** GRD.

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

**FIN 619. Advanced Portfolio Management and Alternative Investments. 4 Credit Hours.**

The objective of this course is to provide an advanced theoretical and practical understanding of various investment choices. The first half focuses on stock portfolios. It covers the five key dimensions of the quantitative portfolio management process: using signals ("factors") to forecast returns; measuring risk; portfolio optimization; controlling costs; and performance evaluation. The second half focuses on fixed income and alternative instruments, such as currencies, commodities, credit derivatives, and asset-backed securities. While covering each instrument, the course also addresses how macroeconomic, technological, labor market, taxation, and regulatory issues affect specific investment decisions.

Prerequisite: FIN 635 and FIN 613.

**Components:** LEC.

**Grading:** GRD.

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

**FIN 620. Investment Analysis. 3 Credit Hours.**

This course deals with theory and application of investment analysis. Topics include general stock trading, portfolio and risk-return theory, models of stock valuation, portfolio diversification, market efficiency, options and futures, bond valuation and bond portfolio strategy, general commodity investing, and personal financial planning.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 621. Portfolio Construction and Management. 3 Credit Hours.**

The evolution of portfolio theory and practice and its role in modern investment management. Individual constraint models within the general capital market theory are included as well as empirical evidence, theoretical discussion, and practical exercises.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 622. Financial Options and Futures. 3 Credit Hours.**

Study of the theoretical development of models for pricing contingent claims in the field of finance. Application of theoretical results to the hedging of current and future assets and liabilities and to speculative strategies for the risk-averse, profit-maximizing entity are included.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 630. International Finance. 3 Credit Hours.**

The financing of international trade and capital placements. Restrictions on capital retrieval and problems of international liquidity related to the U.S. and non-U.S. firms is discussed as well as current developments in international banking, theory, and policy. Cases involving foreign capital commitments and transactions, especially Latin America are also included.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 631. International Financial Management. 3 Credit Hours.**

Sources and uses of long and short term capital for international business applications and foreign currency markets. Financial decisions associated with international cash and capital budgeting, capital repatriation and taxation strategies, capital exposure and coverage, and multinational firm financial strategies are discussed. Lectures and cases are included.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 635. Quantitative and Analytical Fundamentals for Finance. 1-4 Credit Hours.**

This four-credit course provides graduate students with an intensive review of the fundamentals of financial accounting and finance, and as well as microeconomic concepts and quantitative skills, needed as appropriate foundation to pursue the Master of Science in Finance degree or other master degrees that entail taking an elective course in finance. Topics include: Math concept review (functions, exponents, notation, weighted average, derivatives as applied to maximization/minimization); Measures of central location, variability, and association; Supply and demand curves, elasticity; Profit maximization; Markets: perfect competition, monopoly, oligopoly; Economic role of Government (monetary and fiscal policy, regulation, taxation); Basic financial statements (income statement, balance sheet, statement of cash flow, statement of changes in shareholders' equity); Working capital, noncurrent liabilities and owners' equity, investments and long-lived assets; Common size and ratio analysis; Principles in finance; Time value of money; Valuation (including bonds and stocks); Fixed income securities; Term structure of interest rates; Interest rate risk and duration; Capital markets, how securities trade, intermediaries; Capital market efficiency, arbitrage; Risk and return, portfolio math; Diversifiable vs. non-diversifiable risk; Asset Pricing Models (CAPM, beta, Fama-French); Capital structure; Capital budgeting; Cost of capital; Foreign exchange and global investing; Introduction to derivatives. The course will be taught over a two-week period, primarily in lecture, homework, and test format.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 640. Nobel Prize Winning Ideas in Financial Economics & Current Topics. 1-3 Credit Hours.**

The objective of this course is to introduce Nobel Prize Winning Ideas in Financial Economics. These ideas are key in defining "the language of Finance" and should be part of the intellectual toolkit of any financial professional. Research of more than ten Nobel Prize winners will be covered (Akerlof, Engle, Fama, Hart, Heckman, Holmstrom, Markowitz, Merton, Miller, Mirrlees, Modigliani, Scholes, Spence, Sharpe, Shiller, Thaler). The course also includes discussions of current topics in Finance. These discussions show how the Nobel Prize Winning Ideas in Financial Economics help frame the debate on current industry topics.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 641. Valuation and Financial Decision Making. 2 Credit Hours.**

Basic financial valuation. This is one of the core classes in finance for our regular MBA program. Topics include the financial environment; the time value of money; capital market efficiency; basic security valuation; risk, return and asset pricing; cost of capital; and an introduction to capital budgeting.

Pre or Co-requisite: ACC 670 and MAS 631.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 642. The Financial Environment. 2 Credit Hours.**

A continuation of FIN641, with an emphasis on important issues faced by corporate financial managers responsible for financing and investment decisions. Core topics include capital structure, payout policy, advanced capital budgeting, basic derivative and real option valuation, leasing, and investment banking. Specialized topics, such as behavioral finance, international finance, mergers and acquisitions, and risk management may also be introduced as the course progresses.

Prerequisite: FIN 641.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 643. Quantitative Finance and Market Microstructure. 2 Credit Hours.**

This course aims to give simple yet useful quantitative finance tools, and a broad overview of the functioning of modern financial markets, to students wishing to broaden their knowledge of finance. The first part of the course exposes students to the microstructure of financial markets. We will learn about different trading mechanisms encountered in financial markets today, how information affects prices and liquidity, what algorithms practitioners use to implement their trading strategies, and some basic models of how dealers react to information. The second part of the course introduces students to statistical models commonly encountered in quantitative finance. We'll have a hands-on approach, and learn how to estimate the models with real financial data using Excel and the statistical software R.

Prerequisite: FIN 642 or FIN 602.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 644. Real Estate Investment and Appraisal. 2 Credit Hours.**

This course will introduce students to the theoretical concepts and analytical techniques used to make a decision to purchase an ownership interest in a commercial real estate project. There is heavy reliance on Excel applications and the use of the ARGUS software that is a standard resource in the commercial real estate market. IF the pre-requisite of FIN641 has not been met completion of the Wharton Online Real Estate Modeling course (REFM) or MSF Boot Camp is required before taking this course.

Pre-Requisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 645. Real Estate Finance. 2-3 Credit Hours.**

This course will introduce students to the theoretical concepts and analytical techniques used to make a decision to loan money for the purchase or development of a commercial real estate project. Students will complete projects that require them to evaluate the financing and investment potential of a small commercial site of their choice and to evaluate a lease vs. buy decision using a plot of land in Miami-Dade County from the perspective of a publicly-traded corporation. IF the FIN644 pre-requisite has not been met, students must complete either the MSF Boot Camp or FIN 641, the Wharton Online Real Estate Modeling course (REFM) and have a 3.5 average G.P.A.

Prerequisite: FIN 644.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 646. Real Estate Risk Analysis. 2 Credit Hours.**

The course will teach methods of identifying and analyzing different dimensions of risk related to real estate. These risks include but are not limited to operational risk, leasing assumptions and rollover risk, development risk (construction, financing and legal), overall market risk, credit risk, prepayment risk, and liquidity risk.

Prerequisite: FIN 644.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 647. Introduction to ARGUS. 1 Credit Hour.**

ARGUS software is used extensively in the development, financing and management of commercial real estate, especially in the office, industrial and retail sectors. The introduction to ARGUS class exposes the student to the basic concepts and terminology in the commercial real estate market and to the typical inflows and outflows an owner who invests in real estate faces over the life of the investment.

Requisite: Limited to Accelerated Real Estate MBA Students.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 648. Advanced ARGUS. 1 Credit Hour.**

At the end of the Advanced ARGUS class the student will be able to assess the viability of detailed rent and operating expense assumptions, make decisions about the impact of financing on investor returns and critically evaluate the investment potential of leveraged office and retail property.

Prerequisite: FIN 647.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 649. Non-Profit Consulting Project. 1-4 Credit Hours.**

This course is designed for students completing the Accelerated MBA in Real Estate. The course allows graduate students in real estate to synthesize and apply the concepts learned in real estate coursework to a real-life problem where the results will benefit a local organization in the non-profit sector. The supervising professor guides the students' efforts but the course topics and resources are driven by client needs and students skills.

Requisite: Limited to Accelerated Real Estate MBA Students.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 650. Financial Investment. 2 Credit Hours.**

This course builds on FIN 641 and FIN 642 to provide a more advanced knowledge of the field of investments, particularly important statistical concepts for investments, portfolio construction, asset pricing, and behavioral biases affecting financial decisions. The course is quantitative and introduces students to Excel as a tool to form and rebalance portfolios.

Prerequisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 651. Quantitative Stock Portfolio Management. 2 Credit Hours.**

The course provides an introduction to quantitative active management of equity portfolios. The course begins with a discussion of market (in)efficiency, then covers the five key dimensions of the quantitative portfolio management process: using signals ("factors") to forecast returns; measuring risk; portfolio optimization; controlling costs; and performance evaluation.

Prerequisite: FIN 650.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 652. Fixed Income Securities. 2 Credit Hours.**

This course builds on FIN641/642 (or BUS640) and FIN650 and covers trading and valuation of a wide variety of fixed income securities including corporate, municipal, and Treasury pure discount bonds, coupon bonds, floating rate notes, bond embedded options, mortgages, interest rate swaps, currency swaps, equity swaps, and interest rate options. The course focuses on analytic tools used in bond portfolio management and interest rate risk management. These tools include spot rates, forward rates, credit spreads, duration and convexity, yield curve construction, and term structure models.

Prerequisite: FIN 642 or FIN 650 or FIN 602.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 653. Alternative Investments. 2 Credit Hours.**

The course provides an advanced theoretical and practical understanding of various alternative investment strategies, with a specific focus on currency markets, derivatives (e.g., interest rate and credit derivatives), venture capital and private equity investments, and real estate investments. The course also examines how macro-economic, technological, labor market, taxes and regulatory issues affect specific investment decisions. In addition, the students learn about valuation, investment and risk management strategies of sophisticated investors and recent chronology of events that affect market participants.

Prerequisite: FIN 642 or FIN 650 or FIN 602.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 654. Impact Investing. 2 Credit Hours.**

The course provides an introduction to the emerging field of impact investing, where traditional investment objectives are modified to include social and environmental considerations. The first part of the course exposes students to portfolio theory, asset pricing, and the analytics tools of portfolio management. Subsequently, using these traditional tools of financial investments, students learn to identify and evaluate the impact of social factors on portfolio decisions, financial risk, asset prices, and performance evaluation. Students also learn about the psychology of impact investing that influences the tradeoffs between financial and social returns.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 655. Smif Fund Analyst I. 1 Credit Hour.**

This is the entry level class for the Category 5 Student Managed Investment Fund (Cat 5 SMIF) track. The course is designed to introduce the student to the investment management process, including valuation of publicly traded equities. The course is one credit and meets once a week each semester; students must commit to and enroll in the follow-up class. Admission to the course is through a competitive application process.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 656. Sector Head for Student Managed Investment Fund. 1 Credit Hour.**

Sector Heads are responsible for helping their sector members select stocks to be pitched and coordinating all aspects of at least one pitch per semester. In addition, sector heads are responsible for helping the first semester analysts complete their research notes accurately and objectively and in a timely manner. Sector heads are the link between analysts and the Chief Investment Officer(s).

Pre-Requisite: FIN655.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 657. Smif Fund Portfolio Manager I. 1 Credit Hour.**

This is the third course in the Cat 5 SMIF track. This course broadens the focus of the students to the overall portfolio. Students will learn more about strategy, asset allocation, portfolio optimization, and related topics to managing an investment portfolio.

Prerequisite: FIN 655.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 658. Chief Investment Officer. 1 Credit Hour.**

The Chief Investment Officer is responsible for all of the analysts and sector heads in the fund and for coordinating the interaction between the analysts and sectors heads and the portfolio management class. In addition the Chief Investment Officer directs the activities of the sector heads and schedules pitches, prepares instructional videos for specific aspects of the analyst research notes, gives first semester analyst feedback on drafts of their research notes and prepares the student fund annual and semi annual reports.

Prerequisite: FIN 656 or FIN 657.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 659. Real Estate Capital Markets. 2 Credit Hours.**

The first portion of this class is devoted to granular analysis, proforma building and derivations of return on an unlevered basis. Heavy emphasis is placed on understanding long term structured leases found in office, retail & industrial properties. The second half focuses on structuring, analyzing and modeling the capital stack; ground lease, debt, structured capital & equity.

Prerequisite: FIN 644.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 660. International Finance. 2 Credit Hours.**

This course builds on FIN 641 and 642, and introduces students to the concepts that are important in today's dramatically changing global economy. The course covers the international monetary system; the interrelationship between national economies through the balance of payments; the economic relationships that determine a currency's value relative to other currencies and influence international trade and cross-border investment; the foreign exchange market structure and instruments; and the international debt and equity markets.

Pre-Requisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 661. Advanced Topics in International Finance. 2 Credit Hours.**

This course builds directly on FIN 660 using a variety of techniques, including group projects and class discussion. A number of special topics are covered such as financing the multinational firm, currency swaps, international portfolio investment, international asset pricing, multinational capital budgeting and cross-border investment, and measuring and managing the many additional risk exposures faced by a multinational enterprise.

Prerequisite: FIN 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 662. Chinese Financial Markets. 2 Credit Hours.**

Chinese financial markets has been one of the world's largest and most vital economies. This course examines market history, structure, regulations, practices, conventions, and current issues in major financial markets in China. Like other emerging financial markets, Chinese financial markets are less researched and not well understood. Due to cultural and economic differences between Chinese financial markets and developed financial markets, Chinese markets have their own unique ways of operation and evaluation that may not be obviously intuitive to foreign investors. Additionally, China and Chinese markets are in continuous transformation at a high speed, which creates strong challenges and valuable opportunities for investors, both individual and institutional, to explore and extend their investment universe in terms of geopolitical location, currency, and asset classes. Learning Objectives: This course introduces students to China's financial markets, explores current issues related to the future development of those markets, provides students specific and useful knowledge about investments in China and helps prepare them for careers related to these dynamic markets. It includes the following topics in Chinese financial system: 1. Money and foreign exchange markets 2. Bond markets 3. Equity markets 4. Futures and derivatives markets 5. Real estate markets 6. Mortgage, insurance, and the funds industry 7. Private equity markets 8. Private banking and wealth management 9. Qualified Foreign Institutional Investors (QFII) 10. Development of RMB as an international currency

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 663. Latin American Financial Markets. 2 Credit Hours.**

This course analyzes the main financial markets in Latin America across asset classes and countries. In the first part of the course we present the stylized facts of financial markets and the main securities traded by financial intermediaries and firms in Latin America, including those traded in global markets (corporate and sovereign bonds, CDS, FX and interest rate products, CDS, FX and rate swaps, and OTC and exchange-traded derivatives). We describe the main products, exchanges, institutional and regulatory practices for the largest and most liquid local markets (Argentina, Brazil, Chile, Colombia, and Mexico). We discuss the main type of trades in LatAm markets, such as long only, long and short, arbitrage, relative value trades, FX and carry trades, rates trades (payer, receiver, curve trades), hedged trades, swaps and vol trades. The second part of the course will be based on case studies, which will teach how to blend Global Economics, Corporate Finance, and Investment Management to trade in Latin American markets. The student will be able anticipate the effects of changes in key macroeconomic policies and political events on asset prices, including FX, interest rates, sovereign bonds, CDS, and equities. The third part of the course teaches how to apply this knowledge into investment decisions ahead of actual data releases and policy decisions by the Fed and the main central banks in Latin America. Grading will be based on a midterm and a final exam; and brief reports in which the students defend their trade and portfolio recommendations before the aforementioned policy events that will occur during the course. This course will make intensive use of Bloomberg inside and outside the classroom.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 664. Real Estate Development. 2 Credit Hours.**

This course is an introduction to the real estate development business. It encompasses applied market (economic) and financial analysis, an introduction to how local governments work, and a primer on the multi-faceted job functions of real world developers. The course will use a number of real world settings to illustrate how real estate development analysis is done, and to introduce the nature and potential solution of real estate development problems.

Prerequisite: FIN 644.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 668. Wealth Management and Financial Planning. 1-4 Credit Hours.**

This course examines the investment and financial issues arising from financial planning and personal wealth management activities. It covers various topics required for the construction of a comprehensive financial plan including the identification of client financial status and goals, asset allocation, securities trading, managed funds, tax planning, risk management and insurance, and estate planning.

Prerequisite: FIN 642 or FIN 650.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 669. Asset Management Analytics. 2 Credit Hours.**

This is a course on how investors or their investment managers should manage an individual's overall wealth. This is not a personal finance course rather it is a professionally oriented course involving strategy and techniques for overall wealth management. The total wealth of investors typically includes financial wealth, real properties, and human capital related to their income earnings potential. Adopting a broad view of wealth ensures that all risks faced by investors are comprehensively analyzed. These risks include financial risk and extend to real property price fluctuations and income risk over the investor's working life. The course covers how investors can structure their portfolios to account for all these risks. For example, examine the role of human capital and career in the optimal portfolio choice. Such complex asset management requires advanced quantitative methods that include multivariate regression analysis, dynamic portfolio rebalancing, mathematical representation of investor optimization problems, and return predictability. The course covers these advanced topics from both a theoretical and applied perspective with multiple projects. Overall, the comprehensive investment management approach developed in the course is important not only for retail investors, but also for large institutional investors, mutual fund managers, and pension fund managers.

**Components:** LEC.

**Grading:** GRD.

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

**FIN 670. Corporate Finance. 2 Credit Hours.**

The course serves as a complement and supplement to 641 and 642 and builds up to more advanced topics in corporate finance. The course will quickly review some basic concepts like net present value and build up to special topics like real options, valuation, mergers and acquisitions and corporate governance. The main objective of the class is that students understand basic corporate finance concepts as well as develop a good understanding of how complicated firm level decisions are made.

Pre-Requisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 671. Advanced Topics in Corporate Finance. 2 Credit Hours.**

This course builds directly on FIN 670 and on the MBA core classes, FIN 641 and FIN 642, and relies mainly on the analysis and vigorous class discussion of a variety of real-world cases. The cases cover a broad range of topics, including short-and long-term financing, capital budgeting decisions, corporate valuation, hedging with options and futures, dividend policy and share repurchases, corporate financial strategy, IPOs, environmental considerations, and other current issues in corporate finance.

Prerequisite: FIN 670.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 672. Sustainable Finance. 2 Credit Hours.**

Businesses of today are increasingly dealing with the risks and opportunities of environmental, social, and governance (ESG) issues due to the scarcity of resources, labor relations, and climate change. This course couples established and emerging corporate theory to study these sustainability challenges. It covers diverse aspects of sustainable finance, including ESG measurement, socially responsible and impact investing. After establishing the benchmarks in understanding the core corporate finance principles, the course quickly moves on to understanding responsible investing from the shareholder perspective and how that affects firm performance and how that can be then used as a tool to establish a comparative advantage in the product market. The course also explores the meaning and importance of sustainable business practices that respect and adhere to ethical social responsibility standards through several case studies and simple econometric analyses.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 674. Mergers and Acquisitions. 2 Credit Hours.**

This course is designed to develop an understanding of (1) the economic and financial issues involved in the acquisition of a company; (2) the analytical valuation tools used to evaluate an acquisition; and (3) potential and empirical stock market reaction to an acquisition. Students are then asked to apply their understanding of the issues to analyze cases involving various aspects of acquisition.

Prerequisite: FIN 670.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 679. Private Equity and Venture Capital. 2 Credit Hours.**

This course will cover the private equity (PE) industry, composed of both venture capital (VC) and buyouts (BO). The course will provide students with an understanding of corporate finance by applying central concepts and tools to a new and increasingly important industry. The course will also introduce students to the institutions of the PE industry and the valuation process used by PE investors.

Prerequisite: FIN 642 or FIN 602 or FIN 670.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring & Summer.



**FIN 680. FinTech. 2-3 Credit Hours.**

This course introduces students to Fintech, the emerging world of applications, concepts, developments, business models, and companies at the interface of Finance and Technology. The course format is a mixture of lecture and seminar-style student presentations. It covers the main Fintech areas like Peer-to-Peer-Lending, Crowdfunding, Mobile Payment Systems, Cryptocurrencies and ICOs, Robo Advising, Insurtech (insurance technology), and RegTech (regulatory technology). A special emphasis is given to how and by whom these emerging technologies are currently used, and how they may potentially change the landscape of finance and financial services in the future.

Pre-Requisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 681. Financial Institutions. 2 Credit Hours.**

This course focuses on the management of financial institutions, such as mutual funds, banks, hedge funds, and finance office of large corporations. Topics include risk management, deposits and deposit insurance, liquidity, reserve requirements, capital adequacy, liability management, investment interest rate risk, and current issues connected with financial institutions.

Pre-Requisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 683. Financial Modeling. 2 Credit Hours.**

This course takes a variety of finance topics and implements them using practical spreadsheet models. Students are presumed to have a working knowledge of Windows and Excel, as well as a good understanding of the material taught in the core finance classes. Topics include Time Value of Money, Capital Budgeting, Pro-Forma Financial Statements, Bond Analysis, and Portfolio Construction and Optimization. This course will meet in a "computer lab" (a classroom) for hands-on instruction. The course is structured as a "flipped" classroom, so lectures and learning materials are online and practice an application are done in the classroom. It is therefore extremely important that students are prepared for class each meeting day.

Pre-Requisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 684. Advanced Financial Modeling. 2 Credit Hours.**

The objective of this course is to introduce the new tools from artificial intelligence (AI) and machine learning (ML) to finance. The course will explain what the AI and ML tools are and then explain whether they are useful for common financial decisions (e.g., portfolio choice, managerial decisions, bankruptcy prediction, etc.).

Pre-Requisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

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

**FIN 685. Mathematics of Financial Derivatives. 2 Credit Hours.**

This course builds on Finance 650 and 670. This course provides an in-depth mathematical treatment of derivatives and is divided into three parts: (1) options; (2) futures and forwards; and (3) other derivative instruments, which include options on futures, foreign currency derivatives, swaps, exotic options, and financial engineering. The emphasis is placed on equity instruments, although there is also some coverage of short- and long-term interest bearing instruments.

Prerequisite: FIN 650. and FIN 670.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring & Summer.

**FIN 686. Behavioral and Social Finance. 2 Credit Hours.**

The goal of this course is to use decision-making theory to better understand why investors, money managers, and corporate managers often make suboptimal economic and financial decisions. The first part of the course focuses on the basic techniques and models that a manager or an investor can use to make effective financial decisions. The second part of the course focuses on the psychological, social, and cultural determinants of suboptimal investor and managerial behavior. In addition, the course examines the impact of those mistakes for financial markets (e.g., price bubbles) and the overall economy. The course should be useful to individuals who work in a corporate setting or at a money management firm (mutual funds, hedge funds, pension funds, etc.).

Pre-Requisite: FIN 642 or FIN 602 or FIN 635.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**FIN 687. Advanced Mathematical Finance. 2 Credit Hours.**

This course is the financial mathematics course of the Master of Science in Finance program. The purpose of this course is to equip students with the mathematical tools and techniques essential for being a successful portfolio or wealth manager. This course is also designed to provide a foundation for concurrent/subsequent coursework in investments and derivatives.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 689. Applied Numerical Methods in Finance. 2 Credit Hours.**

This course aims to give a rigorous overview of the numerical methods and techniques used in modern finance. The course will cover topics such as linear and nonlinear equations, interpolation, optimization, binomial and trinomial methods, finite difference methods, Monte-Carlo simulation, random number generators, option pricing and hedging. We will take a "hands-on" approach and implement all methods either using Python and/or Microsoft Excel.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 690. Risk Management & Insurance. 2 Credit Hours.**

This course explores the field of risk management and insurance. Students learn about the fundamental nature and measurement of risk, the principal techniques used to manage risk for both corporations and individuals, and the major aspects of various insurance areas such as life, and property and casualty. The course includes foundational concepts important to the risk management industry, an exposure to risk modeling, and a broad overview of various types of insurance and their major concepts and terminology.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**FIN 695. Finance Internship. 1-3 Credit Hours.**

Students are individually assigned to an operating business firm or other organization to gain insight into applied financial decision making and quantitative analysis in their area of career interest. Periodic reports and in-person meetings are required. Permission of program faculty directors is required prior to registration.

**Components:** LEC.

**Grading:** GRD.

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

**FIN 696. Finance Capstone Project. 1-3 Credit Hours.**

The purpose of this course is to provide students the opportunity to apply financial models and quantitative skills to a client's, real-life business challenge or opportunity. In the process of helping the client solve its problem or address an opportunity, students will simultaneously deepen their understanding of financial concepts, develop consulting skills, and practice teamwork and communication skills. The course is structured around the principles of experiential learning, and as such, will include iterative, explicit opportunities for students to think, do, and reflect on the lessons learned.

**Components:** LEC.

**Grading:** GRD.

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

**FIN 698. Selected Topics in Finance. 1-4 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 699. Directed Readings and Study. 1-3 Credit Hours.**

Individually supervised research or reading projects in selected fields. Evaluation of project and subject by the supervising professor is required at the time of registration.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 705. Financial Economics I. 3 Credit Hours.**

This course is an introductory Ph.D. level course on the fundamental theories of asset pricing. Specifically, it consists of three parts. The first part focuses on individual choice under uncertainty. The second part develops equilibrium asset pricing theories, which include mean variance efficiency and the Capital Asset Pricing Model (CAPM), as well as the Arbitrage Pricing Theory (APT). The third part reviews recent development in asset pricing by introducing some stylized facts and new theories.

Requisite: Limited to Business PhD Students.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 706. Theory of Corporate Finance. 3 Credit Hours.**

The aim of this course is to expose students to some of the important papers that constitute the theoretical foundations of corporate finance. The course will try to give students a working understanding of the key papers and give them a flavor of the techniques for setting up and solving models, which they could possibly apply in their own research. The course will cover classic Corporate Finance papers and recent contributions in the areas of financial contracting control and corporate governance. The later part of the course leans more towards empirical work and discusses the connections and gaps between theoretical and empirical corporate literature.

Prerequisite: FIN 705.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 707. Empirical Methods in Finance. 3 Credit Hours.**

The objective of this course is to give you an introduction to empirical research in finance. This class is not designed like an econometrics class where the emphasis is the statistical specification of tests and the derivation of underlying asymptotics. The focus in this class is the understanding of the technique and the actual implementation in finance. The goal is to provide you with a toolbox of techniques that you can use to answer empirical questions in corporate finance and asset pricing.

Prerequisite: FIN 705.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 708. Financial Economics II. 3 Credit Hours.**

This is a second course on asset pricing. The class is divided in two independent modules. The first module covers discrete time asset pricing models with frictions. These frictions include, among others, asymmetric information, slow-moving capital, delegated portfolio management, and short-sale constraints. The second module is an introduction to continuous time finance. Topics include introduction to stochastic calculus, derivative pricing and hedging, optimal portfolio choice, and equilibrium asset pricing.

Prerequisite: FIN 705.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 709. Behavioral Finance. 3 Credit Hours.**

This course will cover selected topics from the field of behavioral finance. Issues related to both asset pricing and corporate finance will be discussed. The main objective of the course is to help students identify a few interesting research ideas and execute one of these ideas into a completed paper, which could be part of the student's dissertation.

Prerequisite: FIN 705.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**FIN 715. Pe-Seminar Doctoral Students Workshop in Finance. 1 Credit Hour.**

This course provides Finance PhD students an opportunity to i) discuss influential and well-cited research papers in financial economics, ii) incorporate contemporary finance research into their knowledge base, and iii) improve their research presentation skills.

Prerequisite: FIN 705.

**Components:** RSC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**FIN 825. Comprehensive Test Preparation. 1-3 Credit Hours.**

Doctoral students who are preparing for their qualifying examinations may use this course designation. Enrolled students must develop, with the approval of their advisor, a "Plan of Study" for these credits.

**Components:** THI.

**Grading:** SUS.

**Typically Offered:** Offered by Announcement Only.

**FIN 830. Pre-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken prior to Ph.D. student's candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 hours of FIN 830 may be taken in a regular semester, nor more than six in a summer session.

Requisite: Finance PhD Student.

**Components:** THI.

**Grading:** SUS.

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

**FIN 840. Post-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken after Ph.D. student has been admitted to candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 credits in FIN 840 may be taken in a regular semester, nor more than six credits in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**FIN 850. Research in Residence. 1 Credit Hour.**

Used to establish research in residence for the Ph.D. and D.A., after the student has been enrolled for the permissible cumulative total in appropriate doctoral research. Credit not granted. May be regarded as full-time residence as determined by the Dean of the Graduate School.

**Components:** THI.

**Grading:** SUS.

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

**MAS 601. Applied Regression Analysis. 3 Credit Hours.**

Theory and practical application of regression modeling and analysis. Understanding the role and responsibility of a statistician is also included.

Prerequisite: MAS 631.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 610. Data Analytics for Managers. 3 Credit Hours.**

The topics of this course include: data collection, data analysis, probability concepts and distributions, sampling and estimation, hypothesis testing, simple and multiple regression. The course will be taught using Excel or other software tools.

**Components:** LEC.

**Grading:** GRD.

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

**MAS 612. Advanced Quantitative Analysis. 3 Credit Hours.**

The application of probability theory to the formulation and analysis of mathematical models for decision making. Applications are taken from inventory control, forecasting, waiting lines, quality control, production, and operations management.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 617. Statistics and Data Analysis. 2 Credit Hours.**

This course deals with introductory business statistics, as well as data acquisition, preparation, and visualization. It will introduce computer software to extract data and present information to stakeholders. Students will learn SQL for querying databases, as well as Tableau for creating quick visuals and interactive dashboards. We will also cover basic visualization capabilities in Excel and essential data-related concepts such as looking at data in a critical way to identify curious behaviors, and understanding basic data requirements and what to do when you do not have the exact data you need.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 627. Programming for Data Analytics. 2-3 Credit Hours.**

This course will provide an introduction to various programming languages useful in data analytics. Topics covered will include cleaning, manipulating, exploring and visualizing data, as well as communicating results and reproducibility. While this course will cover wide range of topics in detail, students are not expected to have prior experience with any languages covered throughout the course.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 628. Introduction to Accounting Analytics. 3 Credit Hours.**

This course introduces students to applications of data analytics techniques in accounting which includes: financial reporting, managerial accounting, taxation, and auditing.

Prerequisite: ACC 301. And ACC 402. And ACC 403.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 629. SAS Programming for Business Analytics. 2 Credit Hours.**

SAS (Statistical Analysis System) is considered a world leader in business analytics software. This course provides the student with the tools necessary to program in SAS at an intermediate level necessary for data scientists in many Fortune 500 companies in the pharmaceutical, financial, manufacturing and health care industries. The course begins with an introduction to Base SAS software, including the reading, manipulation and transformation of data. Techniques for restructuring data files, merging and concatenating data sets, creating summary reports as well as the utilization of basic statistical procedures will comprise the first half of the course. The middle of the course will focus on intermediate SAS skills for Data Management. The topics include error checking, report generation, date and time processing, PROC SQL, SAS Graph, SAS Macros, and the ODS (Output Delivery System) for production quality output. The last third of the course will include SAS statistical procedures most often utilized by data analysts and covered in the SAS Certified Statistical Business Analyst Credential.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MAS 631. Statistics for Managerial Decision Making. 2 Credit Hours.**

This course aims to familiarize the student with statistical theory, tools, and methods required for business systems analysis and improvement. Topics include descriptive methods, elementary probability, random variables and the distributions, hypothesis testing, confidence intervals, statistical modeling, and regression.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 632. Management Science Models for Decision Making. 2 Credit Hours.**

This course aims to familiarize the student with Management Science tools for business systems analysis and improvement. The coverage includes linear and integer programming models, project management, simulation, queuing, and decision analysis. Some widely used software are illustrated through examples and case studies derived from business applications.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MAS 633. Introduction to Quality Management. 2 Credit Hours.**

Introduction to the major elements of Dr. Deming's theory of management, including Dr. Deming's System of Profound Knowledge and Fourteen Points for Management. Additionally, participants are introduced to "Six Sigma" tools and methods. These tools and methods have been adopted with great success by many of the largest organizations in the world, for example, General Electric, Allied Signal, Dupont, American Express, and J.P. Morgan. Additionally, the course is a prerequisite for the "Six Sigma" Green Belt certification examination.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 634. Administrative Systems for Quality Management. 2 Credit Hours.**

This course presents a model to pursue quality management (QM). It features administrative systems and structures necessary for Quality Management. The administrative systems and structures presented in this course are required to sit for the Six Sigma Management "Green Belt" certification examination.

Prerequisite: MAS 633.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 635. Design of Experiments. 2 Credit Hours.**

This course presents tools and methodology useful in conducting experiments that provide valid answers to questions of interest to the experimenter. The course discusses an overall approach to obtaining and analyzing experimental data, the advantages of using structured multi factor experiments to screen for important factors, ways of minimizing the amount of data points needed to obtain desired information, and how to identify values of experimental factors that optimize the value of measured responses. Factorial designs, fractional factorial designs, screening designs, and response surface designs are presented. Emphasis is placed on the knowledge required for proper application of these methods through many examples in business and quality management.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 636. Dashboard Tools for Visual Analytics. 2 Credit Hours.**

This course teaches modern data visualization tools to monitor and improve business processes. Students will learn to identify and communicate key performance measures visually and in an interactive manner accessible to everyday business stakeholders.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 637. Applied Regression Analysis I. 2 Credit Hours.**

This course aims to familiarize the student with statistical prediction. It covers simple and multiple regression methods as well as time series and forecasting models in business. Instead of theoretical development, the course emphasizes the application of these methods in business systems analysis and improvement.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 638. Business Analytics Consulting. 2 Credit Hours.**

The purpose of this course is to enhance students' consulting skills in management science. In addition to skills of modeling and choosing appropriate tools for analysis, these include the communication skills of presenting quantitative and analytical material in business settings. The course is structured around a set of case studies that are based on real applications of management science models and methods discussed in MAS 631 and MAS 632.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MAS 639. Data Acquisition, Preparation, and Visualization. 2 Credit Hours.**

This course teaches using statistical computing software to get a better understanding of what problems can occur (and what solutions exist) when dealing with a variety of data types and sources. It will also discuss how to address data visualization and how to leverage current methods and software to best communicate with results and decision with stakeholders.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 640. Applied Time Series Analysis and Forecasting. 2 Credit Hours.**

Time series data occur when a single experimental unit or process is observed repeatedly over time. Data of this type are common in finance and economics. Statistical methods that assume independence are inappropriate for time series data. This course will provide the students with the basic theory and tools for the statistical analysis and interpretation of time series data. Broadly, the methods may be categorized into time-domain and frequency-domain methods. Time-domain methods develop explicit models for the evolution of a process over time. Frequency-domain methods equivalently model the correlation structure of the time series. Other topics include methods for model-based estimation, model selection, diagnostics, forecasting, and computing as they relate to time series analysis.

Prerequisites: MAS 637 or MAS 601.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MAS 641. Prescriptive Analytics. 3 Credit Hours.**

This course covers the application of some well-known Prescriptive Analytics models and tools to improve decision making in business and management. Topics include optimization (linear and integer programming), networks, sensitivity analysis, decision analysis and decision trees, and Monte Carlo simulation.

Prerequisite: MAS 610.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MAS 642. Supply Chain Analytics. 2-3 Credit Hours.**

This course studies key decision areas in supply chain design and operation. Students will learn what data are needed and how to use data to measure supply chain performance. They will also learn to apply various tools and methods to analyze trends, extract knowledge and business intelligence, and make decisions. Through the analysis and discussion of case studies, they will get useful insights on how to optimize the value of supply chain processes and operations, to streamline the goals and to design flexible supply chains.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 646. Applied Regression Analysis II. 2 Credit Hours.**

This is a second course in regression modeling, extending the concept of linear regression for use with non-normal data such as binary, count, or time-to-event data. We will discuss estimation, inference, and model diagnostics with an emphasis on using statistical software to fit models and interpret the results. Topics covered include logistic regression for binary data, various extensions of logistic regression to multinomial data, Poisson regression for count data, and proportional hazards regression for time-to-event or survival data.

Prerequisite: MAS 601. Or MAS 637. With a Grade B or Higher.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MAS 647. Computer Simulation Systems. 3 Credit Hours.**

Introduction to discrete-event computer simulation and hands-on development of simulation models. Topics include introduction to queuing theory, input and output analysis, random number generation, and variance reduction techniques. Students practice their modeling skills using commercial state-of-the-art simulation software. Assigned readings of real-life simulation projects complement the material learned in the classroom. Lecture, 3 hours.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 648. Machine Learning for Data Analytics I. 2 Credit Hours.**

Data Mining encompasses finding meaningful and useful trends in data. The meaningful part depends on the application and even the specific data set you are using. Another definition that can be used is that data mining is the application of statistical machine learning techniques to find these trends. Our focus in this course will be on the development and use of traditional and cutting edge data mining/machine learning techniques and their applications across a spectrum of data sets. The topics we will cover are in supervised learning (regression, classification), unsupervised learning (clustering, principal components analysis, factor analysis, etc), and if time permits semi-supervised learning and recommendation systems.

Prerequisite: MAS 601. Or MAS 637. With a Grade B or Higher.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MAS 649. Big Data Analytics. 2 Credit Hours.**

As firms have the ability to access and store large amounts of customer and business data, they are faced with the complexities associated with Big Data. Big Data refers to very large data sets that can be analyzed to reveal important patterns, trends, and associations, especially relating to customer behaviors and business processes. This class will discuss the changes that are needed when handling, visualizing, and/or analyzing Big Data to solve business critical questions.

Prerequisite: MAS 601. Or MAS 637. And MAS 639. with a Grade B or Higher.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MAS 650. Business Analytics Internship. 1-4 Credit Hours.**

Student is individually assigned to operating business firm or other organization to gain insight into management practice in area of career interest. Periodic reports and conferences are required. Permission of department chair is required prior to registration.

**Components:** LEC.

**Grading:** GRD.

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

**MAS 651. Machine Learning for Data Analytics II. 2 Credit Hours.**

This course aims to introduce recent advanced analytical techniques developed from the Statistical, Data Mining and Machine Learning communities. These techniques have become widely used by Business Analysts and Data Scientists to address complex decision-making problems in numerous industries. This course is designed to provide students with a practical understanding of some of the most powerful Machine Learning methods used by today's Data Analysts. Specifically, students will become familiar with supervised and unsupervised learning and apply these techniques to the numerous data-driven applications in predictive analytics.

Prerequisite: MAS 648. with a Grade B or Higher.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MAS 652. Business Analytics Capstone Project. 2-4 Credit Hours.**

including data collection and analysis. The description of the problem in question, the approach used to address it, and the findings obtained by the group are to be described in formal written reports. The reports will be evaluated both on their quantitative value and on the quality of the writing.

Prerequisites: MAS 631 and MAS 632, and MAS 637, and MAS 639.

**Components:** LEC.

**Grading:** GRD.

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

**MAS 663. Project Management and Modeling. 2 Credit Hours.**

This course considers the various methods, techniques, and software tools of project management and modeling with special emphasis on real estate projects and development. Topics include: project selection and strategy, risk assessment, conflict and negotiation, budgets, costs, and resource allocation, monitoring and information systems, project control and auditing, and project closure. The course is designed to show the integration of the various roles of owners, developers, builders, architects, and engineers in the project management process.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 680. Spatial Statistics. 3 Credit Hours.**

Spatial data commonly arise from many fields including business, ecological and health studies. Such data are often spatially correlated which poses challenges to both estimation and statistical inference. We will discuss advanced techniques to tackle the spatial correlation. Topics including variogram estimation, spatial prediction, spatial point pattern analysis, estimating function based methods, and others. Real data examples will be used to motivate and illustrate the use of these methods.

Prerequisite: ECO 520.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 681. Statistical Machine Learning. 3 Credit Hours.**

This course introduces statistical aspects of machine learning algorithms. The focus is on characterizing the generalization ability of machine learning algorithms in order to quantify their performance on new data. It covers fundamental techniques in statistical theoretical analysis, their applications in supervised and unsupervised learning algorithms, and their applications in statistical and computational tradeoffs in non-convex optimizations.

Prerequisite: ECO 520. And ECO 620. Or MAS 601. with a Grade B or Higher.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 691. Topics in Business Analytics. 1-3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 692. Topics in Management Science. 1-3 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 693. Directed Study in Business Analytics. 1-3 Credit Hours.**

Investigation and research in special areas of interest. Offered by special arrangement.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 699. Directed Study. 1-3 Credit Hours.**

Offered by special arrangement.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 720. Research in Residence. 0 Credit Hours.**

Used to establish research in residence for the thesis for the master's degree after the student has enrolled for the permissible cumulative total in MAS 710 (usually six credits). Credit not granted. May be regarded as full time residence.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 725. Continuous Registration--Master's Study. 0 Credit Hours.**

To establish residence for non-thesis master's students who are preparing for major examinations. Credit not granted. Regarded as full time residence.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MAS 830. Pre-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken prior to Ph.D. student's candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 hours of MAS 830 may be taken in a regular semester, nor more than six in a summer session.

**Components:** THI.

**Grading:** SUS.

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



**MAS 840. Post-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken after Ph.D. student has been admitted to candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 credits in MAS 840 may be taken in a regular semester, nor more than six credits in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**MAS 850. Research in Residence. 1 Credit Hour.**

Used to establish research in residence for the Ph.D., after the student has been enrolled for the permissible cumulative total in appropriate doctoral research. Credit not granted. May be regarded as full-time residence as determined by the Dean of the Graduate School.

**Components:** THI.

**Grading:** SUS.

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

**MGT 600. Managing for Employee Engagement. 3 Credit Hours.**

For Executive MBA students only. Course covers organizational behavior and utilizes cases and lectures to explore topics such as personality, motivation, leadership, group processes, organizational structure/design, and social responsibility.

**Components:** LEC.

**Grading:** GRD.

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

**MGT 602. Human Resource Management. 3 Credit Hours.**

Modern human resource/capital management: job analysis and design, evaluation and appraisal, recruitment and interviewing, training and development, compensation and benefits, labor relations, employee engagement programs, human resource legislation.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 603. Leading Teams. 3 Credit Hours.**

The objectives of this course are to develop interpersonal communication and conflict management skills necessary to work in teams and/or exercise leadership in teams. Topics include team development, decision making, and diagnosing team process issues.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 604. Design Thinking. 1-2 Credit Hours.**

The purpose of this course is to impart students the principles of design thinking. Design thinking is an essential tool for understanding the customer, not just from a functional perspective but from an emotional one. Students will learn how to create an empathy map and a prototype. This is a hands-on learning experience that will challenge students to get out into the real world to talk to people and test their ideas.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 605. Digital Global Strategy. 1 Credit Hour.**

This course will explore various digital global strategy issues faced by international companies and new ventures, aiming at improving MBA students' ability to think and act digitally and internationally. By focusing on the complex issues caused by digital globalization we seek to help our graduate students develop novel digital global strategies that would redefine how their companies pursue international expansion and manage geographically dispersed businesses in the digital age. This course will also offer insights into new ways of organizing and managing global business through digital connectivity so as to sharpen speed, flexibility, orchestration, and efficiency for both interfirm and intrafirm activities in various countries.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 606. Executing Growth Strategies. 2 Credit Hours.**

This course has three key objectives. First, to help students understand key challenges in executing growth strategies in a digital age and how to develop analysis frameworks to identify such challenges. Second, to familiarize students with different modes of increasing or decreasing corporate scope and provide them with a toolkit to evaluate and compare such different modes. Third, to help students understand how behavioral biases, internal stakeholders, and external stakeholders influence growth strategy decisions and how to avoid potential pitfalls associated with such decisions.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 607. Improving Business Processes. 1 Credit Hour.**

Operations Management involves planning and coordination of all the activities – from acquisition of resources (inputs), through their transformation into products (outputs), and to their ultimate delivery to customers – in manufacturing, service, and non-profit organizations. To plan and coordinate these complex inter-connected activities, businesses employ operations managers at every level from first-level supervisors to Chief Operations Officers. Such managers face a wide variety of challenges in planning and executing operations strategies, and aligning them with the organization's business goals. Adopting a process-based view of the business organization, this course will present some of the decision problems facing operations managers – such as process planning and capacity planning – as they pursue this strategic fit. Students will develop structured approaches to address these decision problems and then learn to apply these approaches in practical contexts through problem solving exercises, case studies, and simulations that emphasize experiential learning.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 608. Leading with Insight. 2 Credit Hours.**

This course consists of several topical areas that students should master in order to understand more about their personal abilities to effectively manage, lead, and motivate others. Class sessions focus on helping students develop critical thinking, a hands-on skill they will need to be effective as they maneuver interpersonal dynamics. Topics include employee/team personality assessments; perceptual biases and their impact on performance judgements; understanding motivational dynamics; controlling one's own emotions, as well as understanding the effects of emotions on performance; learning about interpersonal conflict and how to manage the dynamics associated with the process; and developing an inclusive workplace and team.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 609. Leading with Introspection. 2 Credit Hours.**

Leading with introspection is about understanding your leadership style and how you influence others. Effective leadership requires understanding of personality traits and behaviors. In this course, students will learn the skills necessary for leading followers, teams, and organizations. The development of trust is an essential aspect of leadership and will be emphasized. Understanding of negotiation in dependency situations and negotiation styles is featured. The course will also cover recent developments in leadership theory and research, including authenticity, ethical, and servant leadership. Applications of course concepts are encouraged through self-assessments and case studies.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 610. Leading with Foresight. 2 Credit Hours.**

Leading with foresight is needed in today's organizational environment that is volatile, uncertain, complex, and ambiguous (VUCA). Teams are one of the most important ways to respond to this environment. Effective teamwork requires breakthrough thinking, empowerment, and innovation. But, all too often, team leaders fail to support teams in ways that create the conditions for high performance. In this course, you will learn the skills necessary to lead high performance teams. The course will cover team basics, including team formation, team norms, and team development. The course will feature essentials of team leadership highlighting the importance of team creativity, team decision making, and virtual teams.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 611. Negotiating your Salary and Job Package. 1 Credit Hour.**

Negotiating your salary and job package can be one of the most stressful times in your career. After all, it is your future on the line, and emotions run high. This course will focus on reflection on the negotiation skills you already have and building on them through readings, negotiation assessments, and two negotiation simulations in a salary negotiation context. Negotiation fundamentals will be reviewed and issues of gender, emotions, and subjective value are featured.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 612. Optimizing Operations under Uncertainty. 1 Credit Hour.**

This course will focus on two important operational levers that managers have in matching supply with demand – inventory and capacity – as they pursue this strategic fit. Specifically, structured approaches to address decision problems that arise in the contexts of waiting lines and inventories will be developed, and then students will learn to apply these approaches in practical contexts through problem solving exercises, case studies, and simulations that emphasize experiential learning.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 613. Strategy for Dynamic Environments. 2 Credit Hours.**

This course helps students understand and analyze dynamic environments to facilitate formulation and implementation of adaptive strategy. Readings and cases are the foundation for robust discussion and debate that will help improve students' ability to think and act critically. Course material selection and sequence help illustrate business and corporate level strategy, and provide an understanding of how to create synergies by integrating actions across these levels. Experiential exercises illustrate cognitive challenges to developing innovative strategies, leveraging network relationships, and designing creative organizational structures to generate competitive advantage. Students will utilize frameworks and problem-solving techniques to develop critical thinking, vigorous analysis, and evaluation of alternatives.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 616. Foundations in Management Consulting. 2 Credit Hours.**

This course is designed to provide graduate students with an in depth exploration of the management consulting industry, being a professional consultant both internal and external to an organization, client relationship management and the consulting lifecycle used by top global consulting firms – on how to identify, diagnose, plan, solve problems, sell consulting work, use organizational management consulting methodologies, lead, project manage and close out consulting engagements.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 617. Leading Across Cultures. 2 Credit Hours.**

This course examines what constitutes "effective" leadership across cultures. Skills and behaviors that are perceived as effective leadership in one culture are not necessarily those that will be effective in a different culture. By exploring the ways in which specific cultural values and leadership prototypes are seen across different cultures, students will be prepared for cross-cultural adjustment and effective leadership. These skills may be applied to work assignments in a culture that is not their own or to leading diverse followers in their home country. The goal of the course is to help prepare students for leadership in multicultural environments.

Prerequisites: MGT 600 or MGT 620 or MGT 651.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 618. Leading Change in Organizations. 1-3 Credit Hours.**

Charles Darwin aptly noted, "It is not the strongest species that survive, not the most intelligent, but the ones who are most responsive to change." The primary goal of this course is to help you learn how to lead and manage the challenges associated with organizational change processes. Together we will identify the opportunities that require change programs; discuss ways to overcome the inevitable obstacles to change; learn how to build successful coalitions to support change efforts; analyze strategies for implementing change; and examine ways to consolidate the results of such efforts to ensure that changes are sustainable over time.

Prerequisites: MGT 600 or MGT 620 or MGT 651.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 619. Leading with Power and Influence. 2 Credit Hours.**

One of the realities of organizational life is that people continually attempt to control the actions of others and to successfully influence their behavior. This reality leads to a wide array of organizational activities aimed at enhancing one's own or one's group's personal agendas. This course focuses on preparing graduates for the challenges and "realities" they will ultimately face as leaders. Given that most students will eventually be leading the efforts of others, it is essential that they understand how to acquire power and, within ethical bounds, exercise influence.

Prerequisites: MGT 600 or MGT 620 or MGT 651.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 620. Managing Through People. 2 Credit Hours.**

This core course in the MBA program introduces students to some of the key behavioral topics necessary to manage oneself and others in organizations. Specifically, the topics covered include individual attributes (personality, perception, motivation, relationship building), group processes (norms, roles, and team basics), leadership views, and organizational culture/change. An understanding of the relationship between each of these areas and organizational outcomes is enhanced through lecture, cases, and interactive exercises.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 621. High Performance Leadership. 2 Credit Hours.**

Leadership skills are critical for high performing organizations. Course utilizes lecture, cases, exercises, self-assessments, and contemporary reading materials to present leadership approaches that both motivate and enable employees to perform beyond normal or ordinary expectations. Topics include followership and organizational culture, power, influence, rewards and punishments, path-goal and exchange theories, participation and empowerment, charismatic and transformational leadership, and contingency and cognitive resources theory.

Requisite: Master of Science in Management Studies Students Only.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 622. High Performance Teams. 2 Credit Hours.**

This elective course highlights how to manage and construct effective teams to achieve strategic goals. Team-based organizations have been created to enhance organizational performance. The benefits of effective team leadership are performance beyond expectations and enhancement of learning for employees. Topics covered include team decision-making, team leadership, diversity in teams, conflict resolution, and team creativity.

**Components:** LEC.

**Grading:** GRD.

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

**MGT 623. Human Resource Systems. 2 Credit Hours.**

Leaders must manage their human resource assets effectively to achieve high performance organizations. Course topics include recruitment and selection of high performance employees, designing performance appraisal systems, implementing policies to satisfy legal issues impacting human resources, and instituting training/development systems.

**Components:** LEC.

**Grading:** GRD.

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

**MGT 624. Negotiation Strategies. 2-3 Credit Hours.**

This course is a skills-based approach to learning the art and science of negotiation. Negotiation is a core management competency; these skills are increasingly necessary for leaders in business, non-profits, small businesses and other organizations. This course will cover preparation, and negotiation skills such as establishing trust and relationship-building. Topics covered include power, persuasion, creativity and problem-solving, ethics and cross-cultural negotiation. Skills and self-insight will be acquired through self-assessment, role-play negotiation exercises and case studies.

**Components:** LEC.

**Grading:** GRD.

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

**MGT 625. Entrepreneurship: Creating New Ventures. 2 Credit Hours.**

This is a two-credit course for MBA students (only). The course is designed to help students understand the basic essentials for creating a new venture. Among some of the topics covered will be: preparation of a business plan, securing sources of capital, choosing and creating appropriate distribution channels, and understanding the complexities of selecting a management team. Students will be required to critique and develop business plans as a key evaluation component for this course.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 626. Business Model Innovation & Value Creation. 2 Credit Hours.**

Upon completion of the course students will be able to: a) understand the idiosyncrasies of online ventures; and b) understand the basic principles behind design thinking, lean startup methodology and the platform business model canvas.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 627. Entrepreneurial Strategy. 2 Credit Hours.**

This course draws on emerging research in entrepreneurship to provide an integrated strategy framework for bringing new products/services to market. The learning objectives are: 1) understand the entrepreneurial strategy framework and identify the unique value-added of a business idea; 2) apply analytical tools and frameworks to determine the right business model for commercializing ideas; 3) position innovation driven businesses in industry and market contexts; and 4) explore start-up and innovation culture to avoid common pitfalls and misconceptions.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 628. Global Entrepreneurship. 4 Credit Hours.**

This seminar-type course is an advanced elective specially designed for graduate students either interested in starting their own firms or developing the skills with which to submit business plans within the corporate world (i.e., corporate entrepreneurship) in today's global, interdependent economy. Students will learn to assess the new venture opportunities that he/she may have considered and choose the one that seems most attractive and viable and develop a unique business model which enhances the plan's viability in the short term, and ensures the development of sustainable advantages in the long term. Each student will draft a comprehensive business plan after working on its functional components (e.g., marketing, finance, human and intellectual capital plans) to be developed throughout nine classes and several individual meetings along the program's academic calendar. At the end, students will present their business plans to a panel of new venture investors who will assess all projects, give individual feedback, and choose the best project(s).

**Components:** LEC.

**Grading:** SUS.

**Typically Offered:** Offered by Announcement Only.

**MGT 629. Start-up Project. 1-4 Credit Hours.**

This course will be taught in four parts and is designed to integrate key lessons from all courses in the MS Entrepreneurship program. Each part is sequenced to build entrepreneurial skill by integrating key lessons from courses in that session. Project evaluations will be made in each session.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 630. Designing Organizations, Jobs, and Lives. 2 Credit Hours.**

Organizations, like machines, are complex systems comprised of interconnected parts and like machines they need care and maintenance in order to function well. In this course we will think about various aspects of organizations and jobs within those organizations that need to be consciously designed (and re-designed intermittently) and consider the trade-offs for both the organization and its employees inherent in these design choices.

Prerequisite: MGT 620.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 631. Leading With Emotional Intelligence. 2 Credit Hours.**

Emotional Intelligence is one of the keys to high performance leadership, as well as promoting sustainable well-being of employees in organizations. Emotional intelligence provides a framework for understanding how people's emotions contribute to optimal functioning at work. Accurately recognizing a person's emotions facilitates the prediction and understanding of that person's subsequent actions. Understanding the significance of emotional states guides attention, decision-making, and behavioral responses. Labeling emotions allows for optimal communication. Expressing emotions accurately ensures that emotions are communicated in socially appropriate ways. Regulating emotions enables one to express socially appropriate emotions and to behave in socially acceptable ways. Intelligent processing and effective management of emotional information are necessary, therefore, to be an effective leader in the workplace and beyond in the broader community.

Prerequisite: MGT 608, MGT 620, or permission of Department Chair.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 640. Family Business Venturing. 1 Credit Hour.**

Family business is the most common organizational form but also the most challenging. This course moves beyond the issue of succession and governance and focuses on the challenge of growing the family business while maintaining family unity.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 642. Supply Chain Analytics. 2-3 Credit Hours.**

This course studies key decision areas in supply chain design and operation. Students will learn what data are needed and how to use data to measure supply chain performance. They will also learn to apply various tools and methods to analyze trends, extract knowledge and business intelligence, and make decisions. Through the analysis and discussion of case studies, they will get useful insights on how to optimize the value of supply chain processes and operations, to streamline the goals and to design flexible supply chains.

Prerequisite: MAS 632 or MAS 641.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 643. Principles of Operations Management. 2 Credit Hours.**

Introduction to operations management, forecasting, process analysis, aggregate planning, capacity management, waiting line management, system design, quality management, and inventory management.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 645. Principles of Supply Chain Management. 2 Credit Hours.**

Course introduces students to the business discipline of Supply Chain Management (SCM) which centers on concepts and techniques that enables firms to better coordinate material and information flows, and non-material activities associated with logistical and marketing processes that occur within and across organizations. Course also discusses concepts and recent influential innovations in SCM (e.g., Cross-Docking, Vendor Managed Inventory (VMI), Third-Party Logistics (3PL), Efficient Consumer Response (ECR), and Quick Response (QR)).

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 646. Sustainable Supply Chains. 2-3 Credit Hours.**

This course analyzes problems and solutions associated with building sustainable supply chains. Students will study how to design a supply chain so as to maximize the cost of monitoring suppliers for compliance with sustainability initiatives. The course will develop optimal formal/informal incentive contracts for promoting investment by suppliers in sustainable capital and equipment, including product testing equipment. Supply chain problems such as the hold-up problem, delegation vs. control of suppliers' sustainability practices, and supplier auditing are considered in the context of developing sustainable supply chains. Sustainability issues associated with suppliers in developing countries are also considered, including private versus state owned suppliers and the degree of enforcement of local regulations.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 651. Behavioral and Organizational Systems. 3 Credit Hours.**

Exploration of relevant concepts, research findings, and pragmatic implications of the behavioral sciences for the management of complex socio-technical systems.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 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:** Fall.

**MGT 653. Deriving Competitive Advantage through Operations. 3 Credit Hours.**

Introduction to major managerial decision problems and processes of operations management. Topics include the design of operations, planning, quality control, resource allocation, and integration of operations management with the other functional areas.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 655. Research Methods. 3 Credit Hours.**

Course addresses the fundamentals of research in business including exploratory designs, correlational and multivariate designs, experimental and non-experimental studies, measurement theory, internal and external validity considerations, and ethical requirements in conducting organizational research.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 656. Seminar: Organizational Behavior. 3 Credit Hours.**

Seminar addresses the current research and theoretical foundations in organizational behavior. Topics include individual attributes, job attitudes, leadership, motivation, and group processes.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 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:** Spring.

**MGT 658. Innovative Business Strategies for Future Leaders. 3 Credit Hours.**

This course will explore critical strategic management and business policy issues faced by executives and managers in dynamic environments, aiming to improve their ability to think, plan and act strategically. Emphasis will be placed on critically evaluating internal resources and external environments, formulating viable business-level and corporate-level strategies, mapping optimal business models and solutions, and pursuing entrepreneurial opportunities and innovation so that their firms, established or nascent, can achieve sustainable competitive advantages and desirable performance in an increasingly interconnected yet complex business world.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 659. Management of Multinational Enterprise. 3 Credit Hours.**

Analysis of the management tasks confronting managers operating in the international arena presented from both an environmental and an operational perspective. Alternatives for overall corporate policy and strategy that accommodate global operations is also included.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 660. Leadership and Motivation in Organizations. 3 Credit Hours.**

Selected topics pertaining to leadership, motivation, and individual processes are surveyed through selected readings, class discussions, and a guided research project. Students' ability to conceptualize, integrate, and apply diverse approaches to the leadership and motivation of people in organizations is emphasized.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 661. Influence, Power and Politics in Organizations. 3 Credit Hours.**

One of the basic realities of organizational life is that people continually attempt to control the actions of others and to successfully influence their behavior. This reality leads to a wide array of organizational politics aimed at enhancing one's own or one's group's personal agendas. This course focuses on preparing graduate business students for the challenges and "realities" they will ultimately face as managers. Given that most business students will eventually be leading the efforts of others, it is essential that they understand how to acquire power and exercise power within ethical bounds.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 664. Leadership Coaching. 2 Credit Hours.**

This class provides participants with the opportunity to assess his/her interpersonal and leadership skill sets in a number of areas based on widely used psychological instruments, and to discuss the analysis/receive coaching from your professor, an organizational psychologist. Specifically, the confidential assessments will be reviewed to help identify key strengths, and to give participants insight into what steps might be considered to ultimately achieve one's future potential as a leader. In addition, personal experiences and concerns with respect to leadership/interpersonal strengths and needed areas for improvement will be discussed with each participant.

MS Leadership students only; must be taken during last semester of program.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 667. Leadership for Sustainable Organizations. 2-3 Credit Hours.**

This course covers the essentials of front-line leadership in sustainability, from integrating sustainability into an organization, executing organizational strategy, and committing to it for a lifetime. It is an exploration of the most prominent issues in the field of leading for sustainability; for example, leader traits required to promote and support change, how to deal with real world constraints, and ethical considerations.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 675. Business Policy and Strategy. 2 Credit Hours.**

The objectives of the course are to improve the student's ability to think strategically and to provide an intellectual framework that enhances understanding of the MBA program. The course focuses on relationships among the firm, its strategy, and its environment; why firms choose certain businesses; which business strategies are successful; and how firms can change in response to a dynamic environment. Models for strategic formulation, implementation, and control are developed that facilitate an integrated understanding of the courses that comprise the MBA curriculum. Readings and lectures illustrate strategic management theories and frameworks while case discussions, experiential exercises, and team projects provide opportunities for application.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 676. Managing Strategic Governance. 2 Credit Hours.**

The course provides an overview how a firm's stakeholders can play a governance role and thereby shape a firm's strategic decisions (i.e., strategic governance). As various stakeholders have gained significant power to influence managerial decisions, understanding and managing strategic governance is critical for managers to craft and implement effective strategies.

Miami Herbert Business School graduate students.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 677. Corporate Strategy and Organization. 2 Credit Hours.**

This capstone course focuses on the perspective and skills of the general manager. Its purpose is to provide practice in diagnosing and identifying realistic solutions to complex strategic and organizational problems. Course builds on previous coursework by providing an opportunity to integrate various functional areas by providing a total business perspective. Since the course focus is on pragmatic, action-oriented general management skills, the course is taught primarily through the case method and requires both written analyses and case presentations.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 679. Entrepreneurial Mergers & Acquisitions. 0-2 Credit Hours.**

This course explores the evolving world of mergers & acquisitions (M&A) from the perspective of both buyers and sellers. We will examine the process itself – including the role of advisors, due diligence, and post-closing steps – as well as develop a framework for assessing value and risk. Our primary focus will be on the strategic rationale, or thesis, behind any M&A deal. By the end of the course, students should be comfortable with M&A terminology, analytical tools, valuation methodologies, and the business logic employed by successful buyers and sellers. Our approach will rely heavily on microeconomic analysis and a sophisticated understanding of incentives (and their unintended consequences). As the class progresses, you will learn how to effectively negotiate a deal, craft a strategic plan for either acquisition or sale, and formulate an effective due diligence outline as a buyer.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 680. Doing Business in China. 2 Credit Hours.**

This course explores various business and management issues faced by international executives who are interested or active in various industries and markets in China, aiming to improve their understanding of this largest emerging market in the world. Several case studies of business organizations and industries are used throughout the course. Emphasis on the course material and class discussions on critical thinking, solutions to problems, and evaluating different options.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 681. Essentials of Health Care Management and Policy. 3 Credit Hours.**

This course develops an understanding of the basic elements of the health services industry in the United States. A systems approach will be used utilizing a historical perspective as a basis and moving on to current and potential future system dynamics. The various components of the health care system will be examined, including physician services, hospital and hospital systems, long-term care providers, mental health services, and pharmaceutical services. Various elements associated with the financing of health services will be examined as well as indemnity insurance, capitation, and the role of managed care and consumer driven health care in theory and practice. The role of government and its impact on our health care system will be explored as well.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.



**MGT 682. Issues in Health Care Administration. 3 Credit Hours.**

A seminar on current problems and issues in health care administration.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 684. Analysis of Health Care Delivery and Policy. 3 Credit Hours.**

This course examines theoretical and operational incentive structures which guide health care consumers, providers and health care organization toward decisions both efficient and inefficient.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 685. Economic Models in Operations and Supply Chain Management. 3 Credit Hours.**

In this course we will study the academic literature that is based on analytical models of supply chain and channel management. In particular we will be concerned with models that capture the economics that govern the interaction among the firms in a supply chain/distribution channel. Since this topic is of interest to both the marketing and operations management communities, we will draw upon readings from both areas. One of our objectives will be to identify opportunities for building bridges between these two bodies of knowledge.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 686. Optimization Models for Operations and Supply Chain Management. 3 Credit Hours.**

This course is designed primarily for advanced graduate students who are interested in research on supply chain and operations management, focusing on the study of (deterministic) optimization models to support system design, planning, and operational decisions. The course complements other related doctoral courses such as those on economic models for supply chain and operations management.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 687. Health Care Organization, Economics, and Ethics. 3 Credit Hours.**

Course provides the student insight into organizational and behavioral aspects of the various sectors and agents within the health care industry and understanding of how such aspects in turn affect performance measured in terms of both economic and ethical criteria.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 688. Individual and Interpersonal Processes. 3 Credit Hours.**

Basic Overview of many topics relevant to studying individuals and dyads in organizations. Course will introduce students to a variety of topics related to individual and interpersonal differences, processes, and behaviors in organizations. Students will begin to see how to link research designs with a theoretical framework for empirical testing.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 689. Doctoral Seminar in Leadership and Group Processes. 3 Credit Hours.**

This seminar examines the theory and research that focuses individual leadership and examines implications for individual and group behaviors as well as bridging the micro-macro divide. You will perform a critical in-depth examination of the primary research literature, focusing on appropriateness of design, analysis, interpretation, contribution and future research directions.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 690. Sustainable Business Operations: Value Creation and Environmental Considerations. 3 Credit Hours.**

This doctoral level course is intended to familiarize students who are not environmental specialists with relevant facts and analyses on sustainable evolution: What are the key concepts? What is at stake? Who are the key stakeholders? Who is leading the way in reshaping operations strategies as well as public policy? What are some key lessons learned from successes and failures to integrate the environmental component? Specifically, the course will draw extensively from the rich literature in supply chain operations, international business and marketing on how firms interact with one another to create and offer sustainable products and services to consumers.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 691. International Management. 2 Credit Hours.**

Course is designed to provide an overview of management problems and issues for organizations and executives operating internationally. Students learn how multinational enterprises are different, why they behave as they do, and how to apply management principles to problem-solving in such contexts.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 692. Theories in Management and Organization. 3 Credit Hours.**

This course provides an in-depth review of major theories in the broad field of management and organization. It covers a multitude of management and organization theories that are derived not only from general management but from economics, sociology, ecology, and the like. The course will use several techniques, including lectures, article presentations and discussions, theory development, research project, and manuscript preparation. By the end of the term, students are expected to understand the central notions of each theory being discussed, comment on various arguments in these theories, improve the skills in applying these theories to their specific research questions, and sharpen their ability to develop theoretical models.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 693. Theories and Research in Global Strategic Management.. 3 Credit Hours.**

This course is designed to provide doctoral students an in-depth review of major theories, paradigms, and perspectives in global strategy and international business. We'll also explore how to apply existing theories and perspectives to new contextual settings, such as emerging markets and outsourcing. Furthermore, we'll do all this while reading and critiquing the major branches and works within the strategic management and international business literature. The course is intended for doctoral students in business or related fields. There are no formal prerequisites for the course although some basic knowledge of global business is expected.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall.

**MGT 694. Ph.D Seminar in Strategic Management. 3 Credit Hours.**

This course is designed to provide doctoral students an in-depth review of major theories, perspectives, and methods in strategic management. The course is intended for doctoral students in business or related fields.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MGT 695. Ph.D. Seminar in Emerging Market Research. 3 Credit Hours.**

This course is designed to provide doctoral students an in-depth review and study of major theories, perspectives, methods, findings, and future research issues in business and management involving emerging economies. It encompasses both macro- (e.g., strategic management, international business, entrepreneurship) and micro- (e.g., culture, human resources management, leadership, and organizational behavior) levels.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 696. Doctoral Seminar in Global Supply Chain Management. 3 Credit Hours.**

Doctoral course on research in global supply chain management with an emphasis on the fundamental tools and the most recent developments in this field.

Doctoral students only.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 697. Graduate Business Career Connect Course. 1 Credit Hour.**

The Graduate Business Career Connect Course within the Department of Management provides full-time graduate business students with the knowledge, tools, resources and opportunities to navigate a data-inspired, technology savvy, self-reflective professional job search for career fit through: career exploration, development of personal marketing materials and personal brand (resume, cover-letter, LinkedIn profile, social media presence, video elevator pitch, etc.), appropriate messaging, building and leveraging a professional network, establishing and implementing a job search strategy, action planning, professional etiquette and job offer protocols. Additionally, the course endeavors to ensure that Miami Herbert graduate business students always represent themselves as principled business leaders.

**Components:** EXP.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MGT 698. Selected Topics. 1-6 Credit Hours.**

Topics in selected areas of specialization.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 699. Directed Study. 0-6 Credit Hours.**

Individually supervised research project in selected field of management. Approval of supervising professor of the topic/scope of work/evaluation is required prior to registration.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MGT 825. Comprehensive Test Preparation. 1-3 Credit Hours.**

Doctoral students who are preparing for their qualifying examinations may use this course designation. Enrolled students must develop, with the approval of their advisor, a "Plan of Study" for these credits.

**Components:** THI.

**Grading:** SUS.

**Typically Offered:** Offered by Announcement Only.

**MGT 830. Pre-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken prior to Ph.D. student's candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 hours of MGT 830 may be taken in a regular semester, nor more than six in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**MGT 840. Post-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken after Ph.D. student has been admitted to candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 credits in MGT 840 may be taken in a regular semester, nor more than six credits in a summer session.

**Components:** THI.

**Grading:** SUS.

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

**MGT 850. Research in Residence. 1 Credit Hour.**

Used to establish research in residence for the Ph.D. and D.A., after the student has been enrolled for the permissible cumulative total in appropriate doctoral research. Credit not granted. May be regarded as full-time residence as determined by the Dean of the Graduate School.

**Components:** THI.

**Grading:** SUS.

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

**MKT 620. Addressing Customer Markets. 2 Credit Hours.**

In this course, we will learn how a firm can create value for the customers and capture some of that value back in the form of profits. We will learn key principals (from psychology and innovation) that a firm can use to shape consumers' perceptions of value. In addition, the course will cover the tools necessary to attract and retain profitable customers. Given the fast pace of change in the current marketplace, the course will pay close attention to how the challenges of creating and capturing value shift as the consumers, competition, and the markets evolve. Students will use empirical data and critical thinking tools to first arrive at the correct diagnoses of the marketing problem and then devise sustainable and creative solutions. The course will take a broad approach. The goal is to develop classical and contemporary marketing know-how and analytical skills that an executive in the company needs to have regardless of his or her functional role.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MKT 622. Behavioral Pricing. 1 Credit Hour.**

Price is the only component of the marketing mix that generates revenue for the firm. The remaining P's (product, place, and promotion) are costly activities undertaken to create value for the consumer. Price, in its ideal form, recaptures this value. Yet, most companies adopt very simple heuristics, or rules of thumb, for setting prices, often divorced from firm strategy and economic reality. This course will introduce the student to frameworks relevant to making pricing decisions. While pricing strategies are taught under the rubric of many diverse disciplines, we will take an integrative approach, combining strategic, economic, marketing, and psychological considerations in building a behavioral approach.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MKT 633. Consumer Insights. 2 Credit Hours.**

This course focuses on understanding consumers through several tools available. The aim is to enable you to develop the ability to be a good listener to your customers and potential customers. This course is aimed at the manager who is the ultimate user of marketing research conducted by the company and who is responsible for determining the scope and direction of research conducted on his/her behalf.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 639. Marketing Honors Research Project. 3 Credit Hours.**

Research project to fulfill requirements for Departmental Honors in Marketing.

**Components:** THI.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 640. Foundations of Marketing Management. 2 Credit Hours.**

Course introduces students to the analytical concepts and tools of marketing management. Special emphasis is placed on the relationships between marketing and overall company strategy, the development of a customer orientation, the integration of marketing throughout the organization, and the implementation of systems for planning and controlling the marketing effort. Students consider problems of consumer analysis, product planning, integrated communication, distribution, and pricing. Data and analysis required to make effective marketing decisions are also examined. The discovery and application of marketing management skills are developed through the use of readings, case exercises, and class discussions.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MKT 641. Marketing Research and Decision Making. 2 Credit Hours.**

The objective of the course is to allow students to understand functional analysis of consumer and market behaviors utilizing statistical tools. The course will cover topics of secondary sources of data, sampling, questionnaire design, and analysis and interpretation of data. Project and case analysis methods will be used for instruction.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MKT 642. Pricing and Value Management. 2 Credit Hours.**

Pricing decisions require a synthesis of economic and marketing principles, an appreciation of legal and ethical constraints, and the ability to use accounting, financial, and market research data. This course is designed to teach students how to price goods and services by providing a framework for understanding pricing strategies and tactics. While pricing strategies are taught under the rubric of many diverse disciplines, we will take an integrative approach, combining strategic, economic, marketing, and psychological considerations. Topics covered include economic value and break-even analysis, price elasticity, markup and profit margin, price bundling, among others.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 643. Health Care Marketing. 2-3 Credit Hours.**

This course is devoted to the study of health care marketing and the health care system involved with the task of marketing products and services. As health care reform continues to evolve current market conditions and transform existing organization into new practices, this course is focused on how managed care providers, hospitals, physicians, federal government, device and pharmaceutical companies will embrace the new patient centered market in their marketing strategies.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MKT 644. Services Marketing. 2 Credit Hours.**

Course develops skills necessary to manage companies in an increasingly service-oriented and technology-driven economy and to gain sustainable competitive advantage through delivering superior quality services. Course covers the special marketing challenges posed by the unique characteristics of services and discusses their managerial implications. The need and strategies for synergistic management of operations, systems, and people to satisfy customers in order to achieve marketing excellence and superior financial performance are also included.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 645. International Marketing. 2 Credit Hours.**

Course analyzes the theories and practice of international marketing management. Course allows students to understand markets and aid in the development of marketing plans based on the nature of national as well as international markets. Issues of globalization, standardization, intermarket segments, trading blocks, global marketing strategies, local branding, global branding in the context of customer movements, product development, pricing, distribution, communication, and segmentation in global markets are also discussed.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 646. Consumer Behavior. 2 Credit Hours.**

This course provides an overview of psychological and normative principles of consumer decision-making and judgment by focusing on underlying behavioral research and theory. How people process information, make decisions involving risk and uncertainty, conflicting objectives, and imperfect information are some of the main topics discussed. The implications of consumer behavior on a marketing strategy are highlighted.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 647. Advertising and Communications Management. 2 Credit Hours.**

Billions of dollars are wasted every year on ineffective advertising and communication campaigns. This problem is due to an absence of a compelling strategy to serve as a foundation for developing creative executions and media plans. The course provides a balanced analysis of strategy and execution of integrated marketing communication campaigns. The effectiveness of existing and emerging communication vehicles to attain strategic marketing goals is assessed. Special emphasis is placed on advertising, sales promotions, and social media. Current and historical campaigns are also reviewed. Course requirements include case reports, projects, and class participation.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 648. New Product Development. 2 Credit Hours.**

Innovation is one of the key drivers of firm value and new product development is perhaps the most important aspect of firm innovation. Yet few firms are able to develop and sustain their new product development process without mis-steps. Starting with how new products fit into the strategic landscape of a firm this course enables students to appreciate the systematic approach that goes into the creation and marketing of new products. Practical aspects of developing and marketing new products are included through two assignments and one class project.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 649. Strategic Brand Marketing. 2 Credit Hours.**

More and more firms have come to realize that their brands are among their most valuable assets. The goal of this course is to teach students the strategic significance of brands in creating shareholder value. Students should develop fluency with the core principles associated with branding including: an understanding of how to develop a brand's positioning; managing total brand experience; how to manage the brand relevancy over time; familiarity with the various qualitative and quantitative methodologies that are used to evaluate brand equity; how to achieve growth through brand extension; brand design and brand messaging. The basic philosophy for this course is to blend theory and practice of brand management. Branding is both an art and a science. Few branding situations have a definitive, unqualified "right" answer as to what is the best approach. However, when armed with relevant and comprehensive theories, appropriate frameworks and models, familiarity with past successful and unsuccessful branding strategies, managers can make better and more informed decisions that are more likely to yield successful implementation.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 650. Strategic Marketing. 2 Credit Hours.**

Course develops the skills necessary to strategically manage business-unit level marketing activities in a multi-brand firm. This necessitates examining all marketing mix elements, R&D, financial and production considerations simultaneously in the context of the many markets, products, and services that may concern a typical firm. The emphasis is placed on understanding internal capabilities, market competitors, and customers. Market simulation exercise, cases, and readings are utilized.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MKT 651. Customer Relationship Management. 1 Credit Hour.**

Customer relationship marketing (CRM) is an approach to marketing which treats customers as a financial asset. This approach contrasts with the traditional product-focused approach to marketing. As such modern CRM techniques rely heavily on data especially customer purchase data. Thus, CRM is a comprehensive set of processes and technologies for managing the relationships with potential and current customers. Through the use of data sets, cases and simulations students will learn how to use marketing tools to acquire customers, identify high value customers, retain as many as possible and thereby maximize firm value. This course is especially relevant in B-to-B settings.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall.

**MKT 653. Sustainable Marketing of Goods and Services. 2 Credit Hours.**

The course considers the creation, pricing, promotion, and consumer targeting for sustainable products. Starting with a broad view considering prosocial marketing and corporate social responsibility, the course then goes into specifics around sustainability. Topics include identifying and segmenting the sustainably-minded consumer, nudging consumers towards sustainable consumption, and sustainability as a signal. Students also consider issues of pricing sustainable products and sustainability as an externality. Materials include published cases as well as analyses of current sustainability-focuses businesses. This course also includes a group project wherein students will tackle a real-world issue of sustainability.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MKT 657. Digital Marketing. 2 Credit Hours.**

This course will provide a theoretical and practical understanding of the digital marketplace necessary to adapt to its many changes, while also equipping you with the skills you'll need to perform vital daily functions. By the end of the course, you will be able to walk into any company with an online presence and improve their use of internet and digital marketing tools.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 660. Foundations of Marketing Management. 3 Credit Hours.**

Marketing problems experienced by top executives are examined and fundamental problem-solving concepts are developed. Students consider problems of consumer needs, product planning, promotion, distribution and pricing. The discovery and application of marketing management skills are developed through the use of cases and a major planning project.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Fall & Spring.

**MKT 665. International Marketing. 3 Credit Hours.**

Analysis of major U.S. foreign markets, marketing policies, and techniques are discussed.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 672. Services Marketing. 3 Credit Hours.**

Course develops the skills necessary to manage services marketing and compete through delivering quality service. The unique characteristics of services and their managerial implications are examined. Importance of the synergistic management of operations, environment, systems and people to satisfy the customer is highlighted.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 675. Marketing Analytics. 2 Credit Hours.**

Big data, fast computing and clever algorithms have converged to allow managers to convert data into one of their key strategic assets. In response, managers are collecting large volumes of data from diverse sources such as point-of-sale, online and social media. However, this data deluge does not automatically result in smart actions. To convert data to insights managers must develop the capability to transform data into knowledge through analytics. This has made analytics an important subject for business majors. One area where firms find analytics useful is marketing. Today firms use analytics to identify profitable customers, continuously track brands, and calculate optimal price promotions, test commercials, optimize media budgets across online and offline channels, design sales force allocation and decide the intensity of distribution channels. The goals of this course are to give you hands-on experience with data and analytics, teach you how to draw strategic marketing insights from data and show you how to make marketing decisions with greater precision without merely relying on "gut" decisions. This is not to say that intuition and creativity do not play a role in marketing. It means that analytical approaches combined with intuition makes for better marketing decisions.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Spring.

**MKT 677. Strategic Digital Media Management. 2-3 Credit Hours.**

Digital and social media have dramatically changed the ways in which managers analyze consumer data and make accurate media marketing decisions. This course will teach students how to correctly capture, measure and apply the fundamentals of digital marketing analytics and then how to manage a successful media marketing campaign over time. We will use available direct and indirect digital listening tools for both traditional and digital media sources using Nielsen, live social media data, digital dashboards, search engine optimization tools, and data presentation strategies. Current case studies and readings will assist in this highly interactive management course. Social and traditional media executives will also be invited into class to review current trends, opportunities, and strategies for the future.

Prerequisite: MKT 640 or MKT 660.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 686. Behavioral Decision Theory in Consumer Research.. 3 Credit Hours.**

The purpose of this seminar is to provide students with a review of the psychological literature as applied to the study of judgment and decision making with a focus on consumer research. The course will be based on behavioral decision theory and social psychology with an emphasis in generating high quality consumer research ideas. The course complements MKT 688 and MKT 689, which emphasizes information processing aspects of consumer behavior. Each week there will be discussions of a topic of consumer behavior research, drawing primarily upon readings from marketing and psychology. Students will learn how to identify important research problems, ask interesting research questions, develop theories and hypotheses, and design experiments.

Requisite: Must be registered Doctoral Student.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Spring.

**MKT 687. Deep Learning and Other Quantitative Models for Marketing. 3 Credit Hours.**

Marketing models provide a vast and exciting literature that almost defies classification. However, despite this difficulty, one common theme unifies and distinguishes this stream of research: marketing problems as seen through the eyes of a manager. Is it worth fighting for market share? How do we analyze competitors? Is it more profitable to introduce a new product or enter a new market? Should we build on existing customer relationships or seek out new customers? Does loyalty management pay? How does product and service quality affect customer satisfaction? Can we quantify the effects of advertising and promotions? How can we measure marketing capabilities? Can we run policy simulations before committing to marketing action? These are some of the questions that marketing managers face. Solutions to these questions require a bewildering range of quantitative techniques such as stochastic models, game theory, structural models, experiments, and, more recently, computational models called deep learning models. The seminar will impart a hands-on appreciation of how to define and solve such managerial problems using data and models.

Requisite: Must be registered Doctoral Student.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall.

**MKT 688. Ph.D. Seminar in Consumer Behavior and Decision Making. 3 Credit Hours.**

This course is designed to provide students with a background regarding a wide set of topics in consumer behavior focusing on theoretical models. In addition to developing a knowledge base in several extant consumer behavior literatures, this course has several additional goals. Students will: 1) become familiar with the content and style of consumer behavior research published within the marketing field, 2) develop an understanding of many methodologies and paradigms that can be used to investigate theoretical issues, 3) have several opportunities to explicate research ideas that they will hopefully be able to pursue in the remainder of the program or early in their careers, and 4) learn to critically evaluate the research of others to aid in strengthening their thinking and ultimately their own research activities.

Requisite: Must be registered Doctoral Student.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall.

**MKT 689. Information Processing for Consumer Behavior. 1-3 Credit Hours.**

Broadly the study of consumer behavior is divided into two areas - behavioral decision theory and information processing. This course will focus on information-processing aspects of consumer behavior with an emphasis in generating high quality consumer research ideas. We will cover both classic papers that provide the gist of the area covered in each session as well as research that attracted more interest from scholars in the recent years. The course complements MKT688 and MKT686, which provide students with an introduction to topics in consumer behavior and behavioral decision theory, respectively (there three Consumer Behavior PhD seminars can be taken in any sequence). Each week we will discuss a topic of consumer behavior research, drawing primarily upon readings from marketing and psychology. Students are responsible for all primary readings, which will be discussed in a seminar-format in class. Each week, we will discuss 4-5 papers. Students will also be assigned to be the "discussion leader" for individual sessions. Professor will assign these sessions to the students in the first class.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Fall.

**MKT 695. Topics in Marketing. 0-3 Credit Hours.**

Topics in selected areas of Marketing.

Requisite: Must be registered Doctoral Student.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 696. Topics in Marketing. 1-3 Credit Hours.**

Topics in selected areas of Marketing.

Requisite: Must be registered Doctoral Student.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 697. Topics in Marketing. 1-3 Credit Hours.**

Topics in selected areas of Marketing.

Requisite: Must be registered Doctoral Student.

**Components:** SEM.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 698. Topics in Marketing. 1-3 Credit Hours.**

Topics in selected areas of Marketing.

**Components:** LEC.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 699. Directed Study. 1-6 Credit Hours.**

Individually supervised readings or research projects. Restricted to students with superior academic records. Approval of supervising professor as to topic and evaluation of project required at time of registration.

Requisite: Must be a registered Doctoral student.

**Components:** THE.

**Grading:** GRD.

**Typically Offered:** Offered by Announcement Only.

**MKT 830. Pre-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken prior to Ph.D. student's candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 hours of MKT 830 may be taken in a regular semester, nor more than six in a summer session.

Requisite: Must be a registered Doctoral student.

**Components:** THI.

**Grading:** SUS.

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

**MKT 840. Post-Candidacy Dissertation Research. 1-12 Credit Hours.**

Doctoral dissertation credits taken after Ph.D. student has been admitted to candidacy. The student will enroll for credit as determined by his/her advisor. Not more than 12 credits in MKT 840 may be taken in a regular semester, nor more than six credits in a summer session.

**Components:** THI.

**Grading:** SUS.

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



**MKT 850. Research in Residence. 1 Credit Hour.**

Used to establish research in residence for the Ph.D. and D.A., after the student has been enrolled for the permissible cumulative total in appropriate doctoral research. Credit not granted. May be regarded as full-time residence as determined by the Dean of the Graduate School.

**Components:** THI.

**Grading:** SUS.

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

Accounting

Business

Business Law

Business Technology

Economics

Finance

Management

Management Science

Marketing