

Fall 2009 Elective Course Descriptions

ACCOUNTING

ACCO 5050 (ACCO 244) - Accounting Information Systems (Instructor: Mascha – 288-0668)

Substantial hands-on involvement in computing capabilities which enable accountants to be more productive and to provide better service to clients and management. Applications in cost behavior, cost analysis, cost estimating, cost allocations, budgeting, profit planning, capital budgeting, and expert systems. Examination of various approaches to the computerization of the transaction processing cycle, using a suitable software package, with special emphasis on the problems of internal control. EDP auditing and the accountant's role in the systems development cycle. **Prerequisite: Admitted to MSA degree or consent of M.S.A. Director.**

ACCO 5080 (ACCO 240) - Analysis of Corporate Financial Statements (Instructor: Giacomino – 288-5669)

Provides experience in reading, interpreting, and analyzing corporate financial statements. Specific attention is given to the evaluation methods necessary to assess a firm's short-term liquidity, long-term solvency flows, capital structure, return on investment, operating performance, and asset utilization. Effects of alternative accounting methods and footnote disclosures. **Prerequisite: Admitted to MSA degree or consent of M.S.A. Director.**

ACCO 5119 (ACCO 242) - Tax Research Seminar (Instructor: Trebby – 288-7344)

Development of essential tax research skills and their application in the prevailing federal tax environment. The student will learn how to find tax authority, evaluate the efficacy of that authority, and apply the results of research to a specific situation. **Prerequisite: Admitted to MSA degree or consent of M.S.A. Director.**

ACCO 6511 (ACCO 235) - Taxation of Corporations, Partnerships, and Trusts (Instructor: Trebby – 288-7344)

Partnership, fiduciary, and corporation income tax laws studies for proper treatment of various types of income, deductions, the consequences of ownership interests, and the application of various tax rates to taxable situations. Survey of administrative procedures of protests, refunds and of gift and estate taxes. **Prerequisite: Admitted to the MSA degree or consent of M.S.A. Director.**

ACCO 6520 (ACCO 222) - Corporate and Not-for-Profit Reporting Issues (Instructor: Yahr – 414-288-1459)

Study of business combinations (mergers, consolidations, and acquisitions of net assets or common stock). Construction of consolidated financial statements, including analysis of inter-company transactions. Introduction to international accounting issues. Accounting for colleges and universities and health care, voluntary health and welfare, and other not-for-profit organizations. **Prerequisite: Admitted to MSA degree or consent of M.S.A. Director.**

ACCO 6590 (ACCO 243) - Accounting Theory (Instructor: Mascha – 288-0668)

Analysis of the theoretical structure underlying financial accounting. Emphasis directed toward its development from both normative and descriptive approaches. Relates accounting theory to the basic financial statements and to selected topical areas. Examination of current issues under study by Financial Accounting Standards Board. **Prerequisite: Admitted to MSA degree or consent of M.S.A. Director.**

ECONOMICS

ECON 5008 (ECON 182) Economics and Law.

Relationship between the rights and obligations which the legal system confers on individuals and the allocation of resources which results from alternative assignments of legal rights. Uses and limitations of economic analysis in explaining the process by which legal rights are conferred. **Prerequisite: Admitted to MSAE degree or consent of M.S.A.E. Director.**

ECON 5016 (ECON 163). Environmental and Natural Resource Economics.

Economic analysis of environmental and natural resources including land, air, and water. Special emphasis on the role of human values and economic institutions in resource exploitation. Topics covered include air and water pollution, energy, ocean resources, forestry practices, mineral resources, the population problem, and agriculture. **Prerequisite: Admitted to MSAE degree or consent of M.S.A.E. Director.**

ECON 6503 (ECON 210) - Microeconomic Theory and Applications (Instructor: Toumanoff – 288-7523)

Surveys mathematical techniques applied to economics, including differential calculus and linear algebra. Develops neo-classical theory of firm and consumer behavior using mathematical techniques. Emphasis on constructing and using microeconomic models to understand and predict economic phenomena at firm and market levels. **Prerequisite: Admitted to MSAE degree or consent of M.S.A.E. Director.**

ECON 6544 (ECON 257) - International Currency Markets (Instructor: Daniels – 288-3368)

An examination of various foreign currency market, including spot, forward and derivative instruments, understanding the economic, historical, institutional, and empirical aspects of these markets. Analysis of the relationship between currency markets, money markets and bond markets. Development and study of the fundamental models of balance of payments and exchange rate determination. **Prerequisite: Admitted to MSAE degree or consent of the M.S.A.E. Director.**

ECON 6560 (ECON 201) - Applied Econometrics (Instructors: Nourzad – 288-3570/McGibany – 288-7187)

Specification, estimation, statistical verification of multiple linear regression models, and hypothesis testing. Causes, consequences, detection of such problems as heteroscedasticity, autocorrelation, and ARCH. Other topics include estimation of models with panel data and limited dependent variables. **Prerequisite: Admitted to MSAE degree or consent of M.S.A.E. Director.**

FINANCE

FINA 6111 (BUAD 251) – Investments (Instructor: DeWally – 288-1442)

The role and functioning of securities markets. Specific topics include the equity, fixed income, options and futures markets. The course presents portfolio and capital market theory, the efficient markets hypothesis, institutional organization, and security valuation techniques. **Prerequisite: Admitted to graduate ACCO, BUAD, ECON, FINA 6100 (BUAD 250) or consent of the M.B.A. Director.**

FINA 6130 (BUAD 256) - Bank Management (Instructor: Kutner – 288-1448)

Management of a commercial bank, including lending, loan pricing, liability management, liquidity, and asset/liability management. Issues relating to the current bank regulatory environment, including bank failures and capital adequacy, are discussed. **Prerequisite: Admitted to graduate ACCO, BUAD, ECON, FINA 6100 (BUAD 250) or consent of the M.B.A. Director.**

FINA 6131 (BUAD 259) - Investment Banking (Instructor: Peck – 288-1461)

Review of the common types of transactions that investment bankers work on and the different of methods used to value those transactions. Some of the transactions covered include IPOs, seasoned equity offerings, exchange offers, mergers, hostile tender offers, leverage buyouts, going private transactions, etc. Course will also expose students to different of methods used to value those transactions via applied projects, model building, cases, etc.

This course is taught in the morning, one day a week. It is cross-listed with an undergraduate section so there will be both GSM students and undergraduate finance students in the class. The class will contain some hybrid teaching elements to supplement the in-class time. **Prerequisite: Admitted to graduate ACCO, BUAD, ECON, FINA 6100 (BUAD 250) or consent of the M.B.A. Director.**

HUMAN RESOURCES

HURE 5050 (HURE2 250) Human Resources Information Systems (Instructor: Fahey)

Addresses the use of human resource information systems to facilitate and improve managerial decisions pertaining to human resource issues. Topics include: information systems fundamentals and modeling of human resource issues to assist decision making in such areas as HR and affirmative action planning, staffing, training and development, compensation and benefit administration. **Prerequisite: Admitted to the MSHR degree or consent of the M.S.H.R. Director.**

HURE 6125 (HURE 241) Negotiations (Instructor: Vance – 288-1465)

The objective of this course is to provide a comprehensive investigation of the process and dynamics surrounding a diverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost/benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. **Prerequisite: Admitted to MSHR degree or consent of M.S.H.R. Director.**

HURE 6170 (BUAD 260) - Ethical Issues, Regulatory Environment and Human Resource Management (Instructor: Martin)

Addresses an array of human resource topics from the manager's point of view. Three themes will be woven throughout this course: ethical issues presented by selected human resource policies and programs; the legal and regulatory environment pertaining to employees and to union organizations and representation; and establishing consistency between human resource management policies and programs and the strategic objectives of the organization.

Prerequisite: Admitted to ACCO, BUAD, ECON, ENMA, HCTM, HURE degree or consent of the M.B.A. Director.

HURE 6510 (HURE 230) Employee Compensation

This course focuses on theory and practice relevant to the development of compensation systems, which are internally consistent, externally competitive and individually motivating. Topics include: motivation theories; job evaluation methods; salary and benefit surveys; pay structures; and alternative compensation plans, including gain sharing, road banding and pay-for-knowledge. Relevant government regulations are also studied. Prerequisite: Admitted to MSHR degree or consent of M.S.H.R. Director.

HURE 6525 (HURE 241) - Negotiations (Instructor: Vance – 288-1465)

The objective of this course is to provide a comprehensive investigation of the process and dynamics surrounding a diverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost/benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. Prerequisite: Admitted to MSHR degree or consent of M.S.H.R. Director.

ENTREPRENEURIAL BUSINESS

ENTP 6110 (BUAD 261) - New Venture Formation (Instructor: Kean – 288-7188)

Focuses on starting and developing a new ventures. A case-based course, topics include recognizing opportunity, selecting and dealing with partners, alternatives for financing startups, new venture sales issues, harvesting value for the entrepreneur, relationship with investors, and some legal/organizational topics important to entrepreneurs. Emphasis is placed on business model analysis as the foundation for the new venture process. Students will be exposed to a range of visiting entrepreneurs and investors from the region and across the US. Prerequisite: Admitted to ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS degree; ACCO 6000, MANA 6000, MANA 6001; or consent of M.B.A. Director.

ENTP 6180 - Entrepreneurial Finance (Instructor: Zellmer – 414-278-0590)

Focuses on the financial aspects of entrepreneurship, from the first decision as to whether or not to undertake an activity, to projecting financial needs, reviewing the trade-offs between alternative financing choices, to harvesting. Topics will include, but are not limited to: bootstrapping, the role of angel investors, private placements, venture capital, banking options, commercial financing, public offers (IPOs, PIPES), factoring franchising and joint ventures. Prerequisite: Admitted to ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS degree and FINA 6100; or consent of the M.B.A. Director.

INFORMATION TECHNOLOGY

INTE 6150 (BUAD 270) – Information Technology Strategy (Instructor: Kaiser – 288-7338)

Covers how information flows throughout an organization and how it impacts managerial decision-making. Emphasizes user involvement/leadership in information systems project management to prepare non-IT managers to be responsible for budgets of IT initiatives. Student managers can realize how to exploit and leverage information for decision making that re-engineers businesses. Methodologies include case studies and team projects. Prerequisite: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE degree, INTE 6000 (BUAD 205) or consent of M.B.A. Director.

INTE 6153 (BUAD 279) - Project Management (Instructor: Adya – 288-7526).

Provides a holistic view of project management. Focuses on impact of effective project management on myriad aspects of the organization and will include the following topics: alignment of projects with organizational strategy; project elements, organization, and structure; estimating project times and costs; developing a project plan; risk management; resource and project scheduling and management; being an effective project manager, managing project teams; managing inter-organizational relationships; progress and performance measurement and evaluation; managing international projects and project teams; vendor management; management of cross-functional project teams. Supplemental activities include: hands-on project management, speakers from Project Management Institute and industry and project management software – e.g. MS Project, SIM software. Prerequisite: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE degree, INTE 6000 (BUAD 205) or consent of the M.B.A. Director.

INTE 6156 (BUAD 279) - Privacy and Security (Instructor: Zweig – 288-1462)

Covers technical safeguards that can prevent disruption of service, data tampering and theft. Topics include risk assessment, management policies, authentication, encryption, digital signatures, authorization procedures, government standards, international law and vendor offerings. From a business perspective, the issue of what constitutes authorization for both collection and release of “personal” data will be reviewed. To the extent that corporations have an “ethical” obligation not to sell or divulge customer data, safeguards and legal limitations to prevent this will also be reviewed. Case studies, projects and research reports are used for evaluation. Prerequisite: Admitted to ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS degree and INTE 6000 (BUAD 205); or consent of Program Director.

MANAGEMENT

MANA 6110 - Leadership, Management & Organizational Change (Instructor: Lee – 288-3905)

Designed to: 1) examine and evaluate existing leadership theories, 2) survey topical issues and new developments in the leadership area, and 3) develop student's leadership skills and abilities. Motivation and leadership concepts will be used to analyze, diagnose, and make decisions about various organizational situations. Primary focus on case analysis. Lectures and discussions also will be used to provide perspective on assigned reading. **Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS degree and MANA 6100; or consent of M.B.A. Director.**

MANA 6125 - Negotiations (Instructor: Vance – 288-1465)

Provides a comprehensive investigation of the process and dynamics surrounding a diverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. **Prerequisite: Admitted to graduate ACCO, BUAD, ECON, ENMA, or HCTM degree and MANA 6100, or consent of M.B.A. Director.**

MANA 6170 (BUAD 263) - Global Environment of Business (Instructors: Truog – 288-8041 / Rehbein – 288-1446)

"Environmental influences" refers to a company interfacing with a variety of groups, that is, *stakeholders*, some internal to the company, such as stockholders and employees, and some external to the company, such as consumers, competitors, and government agencies. In a broader context, social environmentalism refers to the impact of a corporation's social, legal, regulatory, political, ethical and international environment upon a corporation's objectives. The specific objectives of the course are: to provide a general understanding of the major relationships between business firms and their stakeholders, to develop key concepts and principles that can be used by managers as they cope with the firm's various stakeholders, and to provide some practice in using these analytic tools by applying them to selected current problems and issues confronting business.

Prerequisite: Admitted to graduate ACCO, BUAD, ECON, ENMA, or HCTM degree and MANA 6100, or consent of M.B.A. Director.

MANA 6240 (BUAD 290) - Strategic Management in a Global Economy (Instructor: Bausch – 288-1657)

Study of comprehensive business cases involving problematic situations of top management significance and requiring the application of mature and resourceful diagnostic, problem-formulating, and problem-solving competence. **Prerequisite: Admitted to graduate BUAD, 21 credits core and elective core courses or consent of M.B.A. Director.**

MARKETING

MARK 6170 (BUAD 249) - Marketing Ethics and Social Responsibility (Instructor: Laczniaik – 288-7024)

This course will focus on the environments external to the firm but central to marketing programs and strategy. The purpose of this unit will be to elaborate upon some of the macro issues introduced in other marketing courses. Among the broader topics necessarily focused on will be: the social role of marketing, consumerism, legal constraints upon marketing, the future of marketing, and other appropriate issues.

In the process of investigating how the external environment affects marketing decisions and vice versa, a special effort will be made to gain a better understanding of how the marketing system contributes to social objectives. Within this context, all the relevant areas of marketing decision making will be examined not only from the standpoint of the firm but also in terms of what the ethical and social responsibility of marketing practitioners should be. In other words, marketing issues and actions will be evaluated in a systemic way from the standpoint of marketing ethics. **Prerequisite: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, MARK 6100 (BUAD 240) or consent of the M.B.A. Director.**

MARK 6185 (BUAD 249) - Brand Management (Instructor: F. Miller – 288-8068)

Focuses on various social issues affecting the firm but central to managing marketing programs and competitive strategy. The purpose of this unit will be elaborate upon some of the broader, social and public policy issues introduced in other marketing and business courses. Among the topics and issues discussed will be: the social responsibility of marketing, consumer rights, legal constraints upon competitive strategy, the future of marketing practice, and other macro concerns that affect marketing based systems. **Prerequisite: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, MARK 6100 (BUAD 240) or consent of the M.B.A. Director.**

OPERATIONS & SUPPLY CHAIN MANAGEMENT

OSCM 6160 (BUAD 224) - Quantitative Decision Modeling and Analysis (Instructor: Srivastava - 288-3408)

Examines quantitative aspects of managerial decision-making. It introduces models and methods that are widely used for the analysis of a variety of managerial problems. Topics may include: linear programming, transportation models, networks, project management,

queuing and simulation. **Prerequisite: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS, MANA 6000 (BUAD 203) and MANA 6001 (BUAD 204) and consent of the M.B.A. Director.**

OSCM 6953 (BUAD 229) –Seminar in OSCM, Manufacturing and Service Operations Management (Instructor: Muraski 288-8022)

The course examines the operations and supply chain (OSCM) function from a managerial perspective. The course presents the concepts & techniques of planning, designing, and managing operations in both manufacturing and service businesses. Understanding that OSCM tools are generically useful to all businesses, the course will discuss the differences in the APPLICATION of these tools to manufacturing companies, service business, and firms that must deliver both to their customers. To facilitate learning, the course explores real issues faced by OSCM managers through case analysis and research of hands-on experience issues. **Prerequisite: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; BUAD 203, 204 or equiv.; or consent of the M.B.A. Director.**