

MASTER OF BUSINESS ADMINISTRATION

Faculty

Associate Dean: David G. Martin, Ph.D.

Acting Director, MBA Program: Denise Saurennann, B.A.

Professors: Barenbaum, Borkowski, Buch, Joglekar, Miller, Robison, Schubert, Seltzer, Smither, Stickel, Talaga, Van Buskirk, Welsh

Associate Professors: Ambrose, George, Jiang, Jones, Kennedy, Leaby, Meisel, Mshomba, Paulin, Rhoda, Tavana, Walsh, Wentzel

Assistant Professors: Brazina, G. Bruce, Chandar, Chia, Cogan, Cooper, Culp, Dynan, Fitzgerald, Gauss, LoPinto, Massimini, Nucera, Ratkus, Szabat, Zook

Lecturers: Anderson, R. Bruce, Carey, Cerenzio, Cruikshank, DiPietro, Dooley, Falcone, Finnegan, Fusco, Harris, Horan, Jackson, Kvint, Lang, Leh, McAleer, McElroy, Mullan, Nyce, O'Neill, Otten, Richter, Sable, Sargen, Schaefer, Scotti, Sherlock, Simons, West, Wong

Description of Program

La Salle University provides an innovative Master of Business Administration Program that enables students to develop and strengthen the leadership skills and functional knowledge necessary for the advancement of their current careers and life goals. It is a program where experienced people from diverse professional backgrounds come together in the traditional classroom setting to integrate their broad range of professional experience with theoretical knowledge.

Traditional MBA programs teach students how to manage “things” more than educating how to lead. The new approach to teaching business professionals is to help students learn how to use the informational tools available to them and develop the kinds of people-oriented skills that prepare them for success as leaders in an expanding global business environment. This new approach makes for a more effective educational experience for part-time working professionals. The School of Business and the MBA Program are accredited by one of higher education’s most prestigious accrediting bodies—AACSB International, the Association to Advance Collegiate Schools of Business.

La Salle understands the lifestyles of its MBA students and is committed to making sure it is as easy as possible to register for courses, meet with a professor before class, or take a semester off, if necessary. The MBA is offered at three convenient locations: Main Campus in Northwest Philadelphia; the Bucks County Center in Newtown, Pa.; and the Montgomery County Center at the Metroplex Corporate Center in Plymouth Meeting, Pa. We also offer a Saturday MBA program at the Main Campus.

It is important that motivation be augmented with real business know-how. La Salle’s MBA faculty challenge students to maximize their “natural” resources for success. The faculty stress the interaction of theoretical knowledge with practical experience and shared ideas. The part-time nature of our program brings students in direct contact with other business professionals, creating a classroom experience that blends current business theory with practical, hands-on instruction. Our professors are committed to the Lasallian tradition of teaching, which means being accessible, focusing on the individual, and contributing to a sense of community.

Admission Requirements

The Admission Committee of the MBA Program is concerned with each applicant’s interest, aptitude, and potential for achievement in graduate

business studies. The structure of the program lends itself to those students with or without an undergraduate degree in business.

Before an applicant will be evaluated, applicants must submit the following information:

- Application form
- Application fee (waived for online applicants)
- Official transcripts from all schools attended
- Graduate Management Admission Test (GMAT)
- Professional resume

Because each applicant’s background and profile is unique, the Admission Committee does not establish specific quantitative minimum requirements for admission; however, it does adhere to the accreditation standards established by AACSB.

La Salle University does not discriminate against any applicant because of race, color, religion, sex, age, national origin, disability, sexual orientation, veteran status, or marital status. Admission is based solely upon an applicant’s qualifications.

Application Deadlines

There are no set deadlines. However, we recommend that all application documents be received by August 15, December 15, and April 15 for the fall, spring, and summer terms, respectively. Under special circumstances, students may be admitted until the first day of the semester. International student applications should be completed at least two months prior to the dates listed above. Contact the MBA office if you have any questions.

Conditional Admission

A limited number of students with a minimum cumulative undergraduate GPA of 3.0 may apply for conditional admission into the program. To qualify for conditional acceptance, a student must have a distinguished undergraduate background and provide all required admission documents. All conditionally accepted students will be required to take the GMAT examination in their first enrolled semester. Upon successful completion of the GMAT, students will be eligible for regular degree status.

Transfer Credit

An applicant may request the transfer of graduate credit(s) earned at another AACSB-accredited institution. Each request will be evaluated on its own merits but must be a grade of “B” or better. No more than six hours of graduate credit in the Core, Specialization, and Executive Perspectives areas of the program will be accepted for transfer purposes.

MSN-MBA Dual Degree Program

Students interested in obtaining a Master of Science in Nursing and an MBA may do so through this dual-degree option. Students must complete the admission process for each program individually and be admitted to each program. For more information, interested students should contact the School of Nursing and Health Sciences at 215.951.1430.

The Application for Admission may be obtained by contacting:

MBA Program
La Salle University
Philadelphia, PA 19141
215.951.1057
Fax: 215.951.1886
E-mail: mba@lasalle.edu

Tuition and Fees 2009-2010

Application Fee	\$35
Online Application Fee	Waived
Tuition (per credit)	\$735
General University Fee (per semester)	\$85

Tuition Assistance

There are loan programs and several deferred-payment options for part-time graduate students. Information about financial aid and application forms may be obtained from Student Financial Services, La Salle University, Philadelphia, PA 19141 or by calling 215.951.1070.

The MBA Curriculum

Students must complete between 33 and 48 credits (plus any or all of the Basic Skills courses) to complete the MBA degree at La Salle University. The total number of credits required depends upon the student's academic and professional background.

Basic Skills

In order to succeed in business, individuals must first possess three basic skills: communication, computer, and quantitative abilities. Since La Salle's MBA Program attracts individuals with a wide variety of academic backgrounds and professional experiences, the following three courses (one credit each) may be required:

- MBA 501** The Executive Communicator: Presentation Module
- MBA 502** Computer Literacy for the Contemporary Business Environment
- MBA 503** Mathematical Methods Module

Foundation

The purpose of the Foundation area is to provide students with a functional knowledge of business theory in the context of decision-making and leadership skills. The following five courses (three credits each) are required but may be waived based on a student's academic and professional background.

- MBA 610** Business Economics
- MBA 615** Financial Accounting: A Customer Focus
- MBA 620** Statistical Thinking for Managers
- MBA 625** Effective and Efficient Management of Operations
- MBA 630** Financial Markets

The Core

The following courses (three credits each) provide students with practical applications for business leaders in the areas of marketing, accounting, and financial management. Applying our analytical, problem-solving approach to business education, the courses in this area ensure comprehensiveness in the program of studies, expose the student to these areas at a more sophisticated level than most traditional MBA programs, and supply a conceptual framework for the analysis of management decision making.

- MBA 690** Creating Customers Through Effective Marketing Management
- MBA 691** Managerial Accounting for Decision Making, Planning, and Control
- MBA 692** Financial Management

Specialization

All students will select a specialization and are required to complete three 700-level courses in the specialization area, plus one three-credit elective course in the 700 level. Not all specialization options are offered at all locations. Specialization offerings are determined by student interest at each location. Students should contact the MBA office for more information as to what is offered at each location.

Accounting
Finance
General Business Administration
Human Resource Management
International Business
Management
Management Information Systems
Marketing

Executive Perspectives

The following courses (three credits each) provide students with a greater understanding of what it means to lead ideas and people in an organization. Topics include assessing and developing one's leadership skills, learning how to use technology for managing the vast array of information sources available, making appropriate decisions, and understanding how the financial outlook of an organization might be affected by such decisions.

- MBA 810** Self-Assessment for Leadership
- MBA 820** Information Technology for Decision Making
- MBA 830** Financial Statement Analysis

Integrative Capstone

The following two-course sequence (three credits each) is taken the final year of the program. These two courses are completed as a cohort group of students and provide the opportunity to integrate what has been learned in the Core, Specialization, and Executive Perspective areas while adding a global perspective and the ethical dimension necessary to succeed in the global business arena.

- MBA 901** Competing in a Global Market: Analysis of the Business Environment
- MBA 902** Competing in a Global Market: Analysis and Implementation of Strategy

Course Descriptions

Basic Skills

MBA 501
THE EXECUTIVE COMMUNICATOR: PRESENTATION MODULE
1 credit

This course module focuses on the skills needed to link oral communication with the ability to work effectively in the executive environment. This work is based on the understanding that content and effective presentations of material are equally important in developing effective communication. Active participation through oral presentations on current business topics are required. Students will use a variety of presentation technologies.

MBA 502
Computer Literacy for the Contemporary Business Environment
1 credit

This course module focuses on the skills needed to use information technology and computing applications in the business environment. There will be special emphasis on the use of a graphical user interface, packaged software and their applications, and the navigation of the World Wide Web and the Internet.

MBA 503
MATHEMATICAL METHODS MODULE
 1 credit

This course module reviews the basic mathematical concepts and techniques necessary for the business environment, with an emphasis on problem solving and critical analytical thinking. Topics in the module include linear and non-linear equations and systems, elementary concepts of counting and probability, and business applications of differential calculus. Students will use appropriate technology in a multi-modal approach to these topics.

Foundation

MBA 610
BUSINESS ECONOMICS

This course is an introductory study of market-type economies. This subject has two broad areas of development. The first of these, called microeconomics, focuses on how individual decision makers behave and interact in markets, and how their interaction governs the allocation of resources and the distribution of goods in modern market economies. Macroeconomics sees the economy as composed of several broad groups of decision makers, particularly households, firms, and governments, and studies how the interaction of these groups affects the aggregate performance of the economy as measured by such variables as total output, the general price level, and the rate of economic growth. These two approaches are complementary, illuminating different aspects of economic behavior.

MBA 615
FINANCIAL ACCOUNTING: A CUSTOMER FOCUS

This course is an introductory study of financial accounting. This includes the study of basic accounting language and concepts, recording financial transactions, preparation and interpretation of financial statements, accounting methods, business decisions, inventory valuations, and methods of obtaining capital.

MBA 620
STATISTICAL THINKING FOR MANAGERS

This course introduces the student to the essential ideas of statistical thinking, which is important for every manager, both in dealing with day-to-day operations and in finding opportunities for improvement. Students will learn how to: gather data usefully, summarize data into understandable form, use probability ideas in understanding data, infer and predict based on the always-limited available data, and use modern computers to aid in the process. Case studies and student-designed projects enhance the student's understanding of the practical application of statistical methods.
Prerequisites: MBA 502, MBA 503

MBA 625
EFFECTIVE AND EFFICIENT MANAGEMENT OF OPERATIONS

Provides an introduction to concepts, principles, and practices of effective and efficient creation and distribution of goods and services. Focuses on quantitative techniques for problem solving and decision making in a variety of strategic and tactical areas of operations management, including Total Quality Management, Product Mix, Process Design, Materials Requirement Planning, Inventory Control, and Project Management.
Prerequisite: MBA 620

MBA 630
FINANCIAL MARKETS

This course will serve as an introduction to the financial system and its relationship to the financing of domestic and international business

activity. Financial market components and phenomena such as financial instruments, institutions, flow of funds, market efficiency, interest rate determination and term structure, exchange rates, and the balance of payments are analyzed. The governmental impact on financial markets, manifested through monetary and fiscal policy and regulation, is also covered. An introduction is given to the concept of financial asset valuation and the time value of money. The emphasis is on the significance of these elements for conducting the financial affairs of businesses.

The Core

MBA 690
CREATING CUSTOMERS THROUGH EFFECTIVE MARKETING MANAGEMENT

Shows how the techniques of marketing management can be used to attract and satisfy customers while building long-term business profitability. Course topics include: (1) market, consumer, and competitive analysis; (2) segmentation, targeting, and positioning; (3) product development, pricing, promotion, and distribution; and (4) marketing strategy and planning.

Prerequisites: MBA 501

MBA 691
MANAGERIAL ACCOUNTING FOR DECISION MAKING, PLANNING, AND CONTROL

This course focuses on the firm's management accounting system as its primary information system. The course examines the problems of cost measurement, planning, coordination, control, and incentives. The course explores how accounting systems address business problems and evolve in response to the changing economic environment. The course will relate ethical and global issues to managerial accounting topics. During the course the students will be utilizing computer software to solve managerial accounting problems and cases.

Prerequisites: MBA 502, MBA 615

MBA 692
FINANCIAL PERFORMANCE: CONTROL AND MEASUREMENT

This is a survey course focusing on how managers can construct a decision-making process that maximizes the value of the firm. As the majority of financial decisions require an estimate of future events, we will spend considerable time investigating how to achieve the above objectives, subject to the constraints of an uncertain future. Outside readings, case studies, and text material will be used to integrate current financial theory with pragmatic financial decision making. A working knowledge of the basic concepts in finance, accounting, and statistics is assumed. The use of an electronic spreadsheet is needed for homework assignments and case analysis.

Prerequisites: MBA 502, MBA 503, MBA 615, MBA 630

Executive Perspectives

MBA 810
SELF-ASSESSMENT FOR LEADERSHIP

This experiential course emphasizes the importance of feedback and self-assessment for leadership development. It includes extensive assessment of each participant's management style and skills based on self-evaluations (using structured questionnaires) and feedback from coworkers, faculty, and other participants. Leadership development experiences emphasize time and stress management, individual and group problem-solving, communication, power and influence, motivation, conflict management, empowerment, and team leadership. Each participant identifies skills he or she needs to develop and reports on efforts to develop those skills.

MBA 820

INFORMATION TECHNOLOGY FOR DECISION-MAKING

This course is about the manager's responsibilities for problem solving and decision making, and those areas in which information technology (IT) can be used to gain the insight needed to support selection of decision alternatives. Topics include: IT Concepts and Architecture, Strategic Information Systems and IT for Business Reengineering, Total Quality Management, Computer Hardware and Software, Human Computer Communication, Data and Data Management, Data Communication and Network Architecture, the Corporate Information Architecture, Information Systems Planning, Information Systems Analysis and Design, Supporting Communication and Collaborative Work, Supporting the Managers and Decision Making, Intelligent Support Systems, Innovative Functional Systems, Organizing Information Resources, Control and Security of Information Systems, and Impact of IT on Organizations, Individuals, and Society.

Prerequisite: Completion of all 500 level courses

MBA 830

FINANCIAL STATEMENT ANALYSIS

This course integrates the areas of Finance and Accounting and is designed to provide students with the ability to analyze financial statements, understand the incentives of companies to "manage" earnings through their choices of accounting methods, understand the limitations to the usefulness of financial statements, and understand the value of financial statements in decision-making situations such as stock price evaluation and loan approvals. This is accomplished through a body of knowledge developed by research in accounting, finance, and economics.

Prerequisites: MBA 690, MBA 691, MBA 692

Integrative Capstone**MBA 901**COMPETING IN A GLOBAL MARKET I:
ANALYSIS OF THE BUSINESS ENVIRONMENT

This integrated course presents a conceptual framework for analyzing the global business environment. In this course, the students will be analyzing the economic, social, cultural, and political factors affecting the organization's ability to compete domestically and internationally. In the course, the legal and ethical environment of the business will be examined and a framework for socially responsible decision making will be constructed.

Prerequisites: Completed as a cohort with MBA 902 during last year of study

MBA 902COMPETING IN A GLOBAL MARKET II: ANALYSIS AND IMPLEMENTATION
OF STRATEGY

Develops the strategic analysis skills and applies the tools and skills learned in other required courses to analyze and solve strategic problems in a global marketplace. The course deals with industry analysis as well as understanding of the global market and the competition. The students are prepared to think and act strategically as leaders in domestic and global marketplaces.

Prerequisites: Completed as a cohort with MBA 901 during last year of study

Accounting**ACC 704**

PROBLEMS IN FINANCIAL REPORTING/INTERMEDIATE THEORY

This course emphasizes the perspective of preparers of financial statements covering financial statement preparation with an emphasis on the areas of

financial accounting that are problematic, including revenue recognition, expense allocation, inventories, post-employment benefits, leases, and stock options.

Prerequisite: MBA 615

ACC 706

ADVANCED FINANCIAL ACCOUNTING

An examination of special topics in accounting theory, including acquisitions, mergers, preparation of consolidated financial statements, partnerships, foreign operations, special sales procedures, and fiduciaries.

Prerequisite: ACC 704

ACC 734

ACCOUNTING FOR MANAGERIAL DECISION MAKING

Advanced managerial accounting, focusing on commonly used accounting methods and techniques used in making business decisions. Topics covered are measurements of divisional performance, revenue and pricing decisions, production decisions, decisions concerning resource levels, and capital budgeting decisions. Students work with complex problems and cases on both an individual and group basis.

Prerequisite: MBA 691

ACC 760

ADVANCED ACCOUNTING PROBLEMS

Study of advanced material related to topics with which the student has had previous experience and to areas with which there has been no previous exposure. Independent study and research are expectations of this course.

Prerequisite: ACC 704 or equivalent

ACC 761

TAXATION FOR BUSINESS PLANNING AND INVESTING

The course is an integration of financial theory and taxation to enable students to develop the ability to translate tax outcomes into cash flows.

The course perspective is on using an understanding of taxes in the planning process, not on compliance. Students learn the framework of the current tax system, evaluate tax laws on the basis of both equity and efficiency, and learn the social policy implications of the tax system. Topics include fundamentals of tax planning, measurement of taxable income, choosing business entities, corporate and individual taxation, compensation and retirement planning, and investing and personal finance issues.

ACC 772

AUDITING

The course is a conceptual study of the audit process with applied aspects of the discipline. Relates and compares the role and responsibility of management to that of the independent certified public accountant. Presents generally accepted auditing standards, basic audit methodology, and procedures with an emphasis on the study and evaluation of internal control. Culminates with an in-depth analysis of the auditor's opinion.

Prerequisite: ACC 704 or equivalent.

ACC 780

APPLIED RESEARCH IN BUSINESS

This course provides an unusual opportunity to integrate the student's academic work with professional employment. The student prepares a research project involving some aspect of his employer's management activities. The independent study option requires approval of the employer and supervision of the professor.

Prerequisite: Approval of adviser

ACC 782
ACCOUNTING SEMINAR

Directed research in selected accounting topics of current interest and of nature requiring one or more reports of the results of individual's research and study.

Prerequisite: ACC 704 or equivalent

Business Administration**BUS 776**
LAW FOR THE BUSINESS MANAGER

The course offers an intensive exploration of the law affecting contracts, sales, and commercial paper within the context of management decision making. Designed to fill the needs of students who have had no previous exposure to law courses by amplifying the students' legal knowledge and legal reasoning.

Economics**ECN 722**
INTERNATIONAL ECONOMICS

This course covers: models of international trade; instruments of trade policy and their impact on prices, consumption, production, and government revenue; international monetary transactions; and monetary and fiscal policies in an open economy. It also analyzes the nature and scope of economic integration, multinational corporations, international institutions and agreements, and trade in developing countries.

Prerequisite: MBA 610

Finance**FIN 735**
SHORT-TERM FINANCIAL PLANNING AND WORKING CAPITAL MANAGEMENT

An in-depth study of short-term financial planning; accounts receivable management; inventory management; liquidity management; the efficient use of cash; and the firm's management of its concentration-banking system. Descriptive materials and the use of quantitative techniques such as linear programming, goal programming, simulation, and multivariate analysis are examined. Pre-written computer programs aid in preparing solutions to case studies.

Prerequisite: MBA 692

FIN 746
ENTERPRISE RISK MANAGEMENT

An examination of the risk management process as applied to the whole range of risks to which a corporation is exposed: financial, insurable, operational, and business. Discusses risk in general and how multiple sources of risk can be addressed with strategies that integrate risk management and capital management. Specific topics include hedging, insurance, postloss investment, contingent capital, finite risk reinsurance, and insurance-linked securities. Emphasized throughout the course is that managing risk effectively is essential to corporate value, success, and survival.

Prerequisite: MBA 692

FIN 748
MANAGING FINANCIAL SERVICES ORGANIZATIONS

The course provides an examination of the general nature of the financial system and the role that financial institutions play in it. The flow of funds in financial markets and the dynamics of interest rate level and structure determination are discussed within the context of how financial

institutions affect and are affected by them. An overview of the financial management of major financial institutions, especially banks, thrifts, insurance companies, and pension funds, is highlighted with case study analyses and discussions.

Prerequisite: MBA 692

FIN 764
PORTFOLIO MANAGEMENT

Focuses on current practice and recent theoretical developments. Deals with characteristics of individual securities and portfolios; criteria and models for alternative portfolio composition; criteria for evaluation and measurement of performance; and impact of government regulation. Evaluation of current theory, its significance for financial management decision making, and consideration of relevant empirical evidence are covered.

Prerequisite: MBA 692

FIN 765
INTERNATIONAL FINANCE

An overview of current financial theory and practice as it applies to the multinational enterprise. Topics include foreign exchange markets and forecasting, foreign exchange risk management, the international debt crisis, multinational working capital management, and capital budgeting. Eurocurrencies and foreign security markets are also discussed.

Prerequisite: MBA 692

FIN 766
PUBLIC FINANCIAL MANAGEMENT

This course focuses on the problems faced in the financial arena by the public sector. Particular emphasis is placed on: the macro-financial issues facing state and local governments, including discussion of their growing importance in the economy, and their fiscal health; the effects of regional population shifts; and hands-on problems faced by the financial manager in the public enterprise, including budgeting, financial accountability, and expenditure analysis.

Prerequisite: MBA 692

FIN 767
MERGERS AND ACQUISITIONS

An analysis of the acquisition by one firm of all or some of the assets of another firm, and its impact on both the companies involved and on society. Topics include a discussion of the types of combinations, the motivations of the participants, the financial analysis required to carry out merger or acquisition activities, negotiation strategies, and the tax and accounting options that are available to the parties.

Prerequisite: MBA 692

FIN 774
SPECULATIVE MARKETS

This course introduces the student to the world of speculative markets. Toward this end, students will study the key issues in options and futures pricing and learn how to employ these assets to maximize investor utility. An examination of controversial issues in this area will be conducted. Students will write a research note on an important issue in the speculative markets field.

Prerequisite: MBA 692

FIN 776
EMPLOYEE BENEFIT PLANNING

An analytical study of the nature and operation of employer-sponsored benefit plans offered in a complex socioeconomic and political

environment. Topics include mandated benefits such as Social Security, workers compensation, and unemployment insurance as well as a more in-depth examination of group life, health, disability, and qualified and non-qualified retirement plans. Emphasis is on benefit plan design and administration, cost, funding, and regulation as viewed from a benefits manager's financial perspective.

Prerequisite: MBA 692

FIN 780

APPLIED RESEARCH IN BUSINESS

(SEE ACC 780 FOR GENERAL DESCRIPTION.)

FIN 784

SELECTED TOPICS IN FINANCE

Analysis of current issues in financial theory and practice. Topical coverage will vary from term to term.

Prerequisite: MBA 692

Management

MGT 728

MANAGEMENT IN THE PUBLIC SECTOR

Application of management theories to the operation of organizations in the public sector. Stresses the difference in management between private and public sector organizations, while covering such topics as bureaucracy in the political system, accountability and responsibility, public personnel administration, and the budgeting process.

MGT 730

MANAGEMENT OF NONPROFIT ORGANIZATIONS

An examination of management principles and practice for nonprofit organizations. Consideration of leadership in a nonprofit environment, motivation of staff and volunteers, role of the founder and the board, and types and structures of nonprofit organizations.

MGT 736

ORGANIZATIONAL DESIGN: BEYOND THE FADS

There is a well-documented tendency for managers to jump from one fad to another in designing (and redesigning) their organizations. This course suggests that there are not simple solutions, but rather that organizational restructuring should involve a careful analysis of the needs of one's organization. The course examines a variety of factors that high-level managers should take into consideration when restructuring, including the organization's size, environment, strategy, internal strengths, personal values, and technology. We will also examine ways that organizations influence their environments (e.g., mergers, strategic alliances, and lobbying) and the effects of current structural trends, such as downsizing, outsourcing, and employee involvement programs.

MGT 739

MANAGING CULTURAL DIVERSITY IN THE WORKPLACE

This course is designed to teach students how to manage the growing multicultural workforce in the United States. Students will be exposed to the basic concepts and issues of intercultural communication and cross-cultural relations; explore the challenges that managing cultural diversity presents to organizations and individuals associated with them; gain awareness of the issues related to ethnocentrism, racism, sexism, and ageism; develop an understanding and appreciation for people from Hispanic and Asian cultures; discuss current techniques used in cultural analysis; and read and evaluate research in the field of cultural diversity.

Prerequisite: MBA 810

MGT 741

ORGANIZATIONAL DEVELOPMENT AND THE CONSULTING PROCESS

Provides practicing and potential managers and consultants with an exposure to organizational change programs. It focuses upon the change process by addressing organizational diagnosis, implementation of change, and the evaluation process.

Prerequisite: MBA 810

MGT 742

ORGANIZATIONAL COMMUNICATION

Study of organizational communication theories and applications, including issues of organizational climate, the information environment, public communication, and strategies for the development of appropriate communication systems. Class will include student analysis of specific workplace communication networks.

Prerequisite: MBA 810

MGT 743

ENTREPRENEURSHIP

Fundamental capitalism studied from its basic unit of new business formation. Special challenges in sensing opportunity, risk evaluation and control, pressure vs. gratification, professional and personal support systems, confidence, and judgment are studied in cases and lectures. Basic capital formation and deployment, growth planning, and self-employed career development are emphasized in a management context.

Prerequisite: MBA 630

MGT 744

POWER AND INFLUENCE

This course is designed to provide a realistic understanding of individual and organizational power issues. It will help you to use this understanding to produce constructive outcomes for you and your organization. The theories will help you make sense of personal and organizational experience and will provide additional insight into your power orientation and influence strategies. The course will be organized around lectures, discussion, and experiential learning.

MGT 745

INTERNATIONAL MANAGEMENT

Considers identification, development, and exploitation of business prospects across frontiers. Importing, exporting, investment, and operations management integrated with issues of sovereignty, culture, treaties, politics, and finance. Heavy case emphasis, lectures, and team projects cover unique methods, opportunities, and challenges in world trade.

Prerequisite: MBA 630

MGT 752

MANAGERIAL SKILLS LABORATORY

Self-assessment and improvement of those skills critical to an effective manager through active participation in classroom activities and interaction of specific techniques that can be learned and practiced in the laboratory setting, then used in the work situation.

Prerequisite: Permission of the professor, MBA 810

MGT 760

HUMAN RESOURCE MANAGEMENT

This survey course provides an overview of the major areas of human resource management, including HR strategy and planning, EEO laws, job analysis and competency models, recruiting, selection, training, performance appraisal and management, job design, compensation,

benefits, and labor relations. Focus is on both the line manager's and the human resource professional's role in creating a culture that attracts, rewards, and retains the talent necessary to ensure business success.

Prerequisite: MBA 810

MGT 761

EMPLOYMENT LEGISLATION

Federal and state statutes influencing or controlling management's options in handling problems of EEO, employee benefits, and insurance, OSHA and workman's compensation, and wages and hours.

Prerequisite: MBA 810

MGT 762

COLLECTIVE BARGAINING

A study of the collective bargaining process and the administration of the resulting trade agreement within the statutory constraints established by government in the public and private sectors.

Prerequisite: MBA 810

MGT 763

THE ARBITRATION PROCESS

The arbitration process from grievance application to arbitral disposition. Special attention to managerial decision-making and its effects on the arbitration process and legal constraints affecting this process. Topics include: history and scope, procedures and techniques, and substantive issues such as management rights, seniority, discharge and discipline, employee benefits, and remedies. Discussion of actual arbitration cases and filmed hearings. Practical methods of resolving disputes before reaching the arbitration stage.

Prerequisite: MBA 810

MGT 768

TOPICS IN HUMAN RESOURCE MANAGEMENT

Examines selected advanced areas in human resource management. Specific topics are considered in-depth and vary from term to term.

Prerequisite: MBA 810

MGT 769

HUMAN RESOURCE DEVELOPMENT

This course reviews a variety of approaches to developing human resources in organizations. There is special emphasis on needs analysis as well as the design, delivery, and evaluation of training programs or development initiatives. The role of performance and behavioral feedback in development is also discussed. The course includes hands-on experience in the design of training programs or development initiatives. Students may also examine special topics (for example, Web-based training, coaching, expatriate training, or executive development).

Prerequisite: MBA 810

MGT 780

APPLIED RESEARCH IN BUSINESS

(SEE ACC 780 FOR GENERAL DESCRIPTION.)

MGT 786

MANAGEMENT SEMINAR

Each student conducts an independent study of a selected management problem within the context of the overall seminar topic, such as quality of work life, organizational decision-making, etc. Requires use of management tools and concepts developed in previous management courses. Focus is on providing an integrating experience.

Management Information Systems

Three courses are required for Specialization in Management Information Systems:

- MIS 710
- MIS 720
- choice of an additional MIS course

MIS 700

BUSINESS APPLICATIONS PROGRAMMING

This course explores a problem-solving methodology that employs computer programming. Emphasis is placed on identifying the capabilities and limitations of programming languages in solving typical business problems. Students will learn skills and techniques to solve such structured problems through a series of steps that involve identification of problems, design of the solution logic, formal representation of program specifications, implementation of it using selected programming languages, and documentation of such a programming project. Two procedural languages, BASIC and COBAL, will be employed in parallel as implementation vehicles. Students will explore the object-oriented programming paradigm and learn to program in Visual Basic for developing applications in the Graphical User Interface (GUI) environment. Finally, principles of Web page design and programming in HTML (HyperText Markup Language) will be studied.

Corequisite: MBA 820

MIS 705

EMERGING INFORMATION TECHNOLOGY

The purpose of this course is to provide students with an understanding of the critical role that information technology (IT) plays in today's organizations and society and to help them appreciate the speed and the magnitude of change in information technology. There are two main components of this course: (1) historical perspective on the strategic role of IT; and (2) the structures, issues, and trends in the contemporary IT industry, focusing on communication, telecommunication and connectivity, hardware and software trends, electronic commerce, National Information Infrastructure (NII) and information highway, the role of government and other constituencies influencing the future of IT, and the role of Chief Information Officer (CIO).

Corequisite: MBA 820

MIS 710

INFORMATION SYSTEMS ANALYSIS AND DESIGN

This course is about structured analysis and design methodology for systems development using Computer Aided Software Engineering (CASE). Students become familiar with data and process specification techniques such as Entity Relationship Diagrams, Data Structure Diagrams, Physical and Logical Data Flow Diagrams, and Data Dictionary by working on a systems development project within an interdisciplinary group.

Corequisite: MBA 820

MIS 720

DATABASE MANAGEMENT

This course focuses on data management in organizations and on the design and development of database applications. Also covered in the course are the database architecture, logical and physical data design, and the integration of databases with programming. Topics include conceptual data modeling, normalization and database design, database system implementation, SQL, distributed data management and client-server systems, and database administration.

Prerequisite: MIS 710

MIS 730

ELECTRONIC COMMERCE FOR COMPETITIVE ADVANTAGE

This course will identify the technologies necessary to develop an Electronic Commerce (EC) business model; the technologies necessary to develop an EC application including distributed processing, security, Web-to-legacy database connectivity, etc.; and then how to evaluate the effectiveness of a transaction-based Web site. The course will also include EC business models. The course will include a case study approach, examining successful sites such as CISCO, Amazon, FedEx, etc. The students will work in teams to design and implement an electronic commerce site.

Corequisite: MBA 820

MIS 775

PROJECT MANAGEMENT FOR INFORMATION TECHNOLOGY AND SYSTEMS

Concepts, principles, and practices of project management in information technology and systems. Integrates the pertinent organization structure and behavior with project management issues. Covers the project management life cycle. Includes project planning, controlling, and monitoring techniques in the areas of project integration, scoping, time considerations, costing, quality assurance, resource planning, reporting, risk analysis, and procurement. Case studies and implementation using appropriate project management software.

Corequisite: MBA 820

MIS 780

APPLIED RESEARCH IN BUSINESS

(SEE ACC 780 FOR GENERAL DESCRIPTION.)

MIS 785

DECISION SUPPORT AND DATA WAREHOUSE SYSTEMS

This course is designed to provide students with an overview of the concepts, methods, and techniques used in decision making, using technology to assist and enhance the decision process. The course focuses on data warehousing concepts and systems and develops a practical application of the decision support and data warehouse environments.

Corequisite: MBA 820

Marketing**MKT 730**

MARKETING RESEARCH

Research design, measurement and scaling, sampling, data collection, and data analysis from a marketing point of view. Application of research techniques to specific marketing decision areas.

Prerequisites: MBA 503, MBA 620, MBA 690

MKT 732

CONSUMER BEHAVIOR

Examines the social, cultural, psychological, and economic influences on consumer behavior. Applications of behavioral science principles to the development of marketing strategies.

Prerequisite: MBA 690

MKT 734

ADVERTISING AND PROMOTION MANAGEMENT

The study and practical application of the analysis, planning, control, and decision-making activities involved in the promotional process. Topics include: objective setting, budgeting, persuasion and attitude change, copy and media decisions, sales promotion programs, and the evaluation of marketing effectiveness.

Prerequisite: MBA 690

MKT 738

SELECTED TOPICS IN MARKETING

Topics covered are considered in-depth and vary from term to term. They include sales management, new product development, and sales forecasting.

Prerequisite: MBA 690

MKT 739

INTERNATIONAL MARKETING

A managerial view of the marketing function as it applies to the international field, describing and exploring the complexities, problems, and opportunities of worldwide marketing.

Prerequisite: MBA 690

MKT 780

APPLIED RESEARCH IN BUSINESS

(SEE ACC 780 FOR GENERAL DESCRIPTION.)

MKT 788

MARKETING SEMINAR

Critical evaluation of recent developments and issues in the marketing field. Preparation of a research paper integrating a variety of previously developed conceptual tools and strategies. Seminar topics vary and are announced each term. Topics include: advertising, decision-making, marketing research, and application of management science in marketing.

Prerequisite: MBA 690