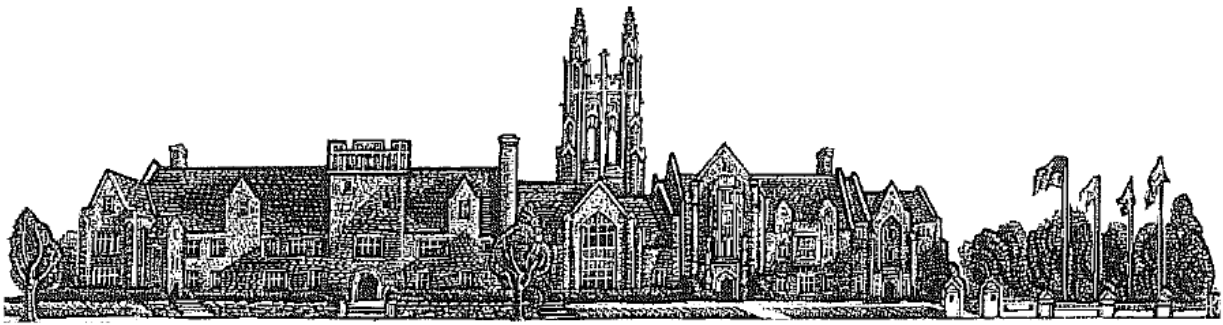




2015-2016
Academic Catalog



M.B.A. Program

Erivan K. Haub School of Business

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Mission Statement

The mission of Saint Joseph's Master's in Business Administration program is to strengthen the managerial effectiveness and leadership potential of both current and future professionals while at the same time fostering a genuine sensitivity to the ethical, moral, and cultural aspects of contemporary global society. This objective is to be accomplished through effective teaching, meaningful curricula, appropriate advising, and faculty commitment to research and service.

Professional MBA Program Learning Goals and Objectives (Traditional and On-Line)

Leadership: Students will gain an understanding of concepts, theories, and practices of effective leadership.

Stakeholder Value/Functional: Students will demonstrate understanding of the concept of value and the role of the different business functional areas as they apply to company stakeholders including owners, employees, customers, local communities, interest groups and society as a whole; students will exhibit an understanding of the concepts of value creation and measurement for different stakeholders.

Problem Solving/Critical Thinking: To develop *critical thinking skills*, that is, the process of conceptualizing, applying, analyzing, synthesizing, and/or evaluating information as the basis for solving problems and making decisions.

Interpersonal/Communication skills: To enhance the *interpersonal skills* needed for success within organizations, including an understanding of self and others, and to build productive teams. Students will demonstrate the ability to correspond effectively and persuasively in a business format,

communicate effectively with individuals and within teams, and present to both individuals and groups clearly and persuasively.

Ignatian Values: An appreciation for and ability to apply the Ignatian values of: a commitment to rigorous education and lifelong learning; an insistence upon ethical decision making; a desire for social justice; and a care and concern for others.

Global/Diversity: Students will have a basic knowledge of world geography; and understand major economic, political and cultural differences and influences in different regions of the world: U.S./North America, Central and South America, Africa, Western Europe, Eastern Europe and Russia, and the regions of Asia and the Pacific Rim. A fuller understanding of and respect for diversity in the population and in organizations related to differences across cultures, ethnic groups, socio-economic groups, gender and sexual orientation.

Saint Joseph's MBA Curriculum

Taking into account the rapid speed of change that characterizes the twenty-first century, the faculty of Saint Joseph's University in consultation with its corporate stakeholders have developed courses with both on-campus and online models with opportunities for creative thinking, application of technology, and new and different ways to approach the future.

Characteristics of the MBA curriculum include:

- Focus on corporate social responsibility, business ethics, infusion of cross-functional topics, and flexibility
- Cutting edge, current, and relevant research
- Leadership development
- Focus on developing excellent oral, written, and team communication skills

Curriculum

The M.B.A. curriculum consists of 53 credits which are distributed as follows:

Foundation courses	20 credits
Gateway courses	6 credits
Core courses	15 credits
Concentrations	9 credits
Cross-functional Capstone	3 credits

The Foundation Courses cover the common body of knowledge required of all students studying for an advanced degree in business.

The Gateway Courses provide a basis for subsequent courses and include 3 credits of business ethics.

The Core Courses provide additional breadth and coverage of the common body of knowledge across disciplines.

The Concentration Courses allow the development of expertise in a specific area of interest within our MBA Program. Students also have the opportunity to study toward a second concentration with the addition of 9 credits.

The Cross-Functional Capstone Course is the capstone of the MBA curriculum and draws together the theory and administrative practices studied in the various fields of business.

Foundation Courses

The Foundation courses are designed to ensure that all students in the program have the common body of knowledge necessary for advanced study in business. The following Foundation courses are required (each is 3 credits):

ACC 500	Accounting, Business Analysis, and Financial Reporting
DSS 525	Contemporary Information Technologies
FIN 500	Managerial Economics
FIN 503	Financial Management
MGT 500	Managing Work Organizations
MKT 501	Marketing Concepts

Those students who do not have a proficiency in Mathematics will be required to successfully complete DSS 500, a one credit math workshop.

All students will be required to register for DSS 510, a one credit Statistics Proficiency refresher course. One of the first assignments in this course will be taking the ALEKS placement exam to measure their proficiency in statistics. Students who pass the placement exam with 80% proficiency within the allotted exam period will be waived from the DSS 510 foundation course requirement and dropped from the course without monetary penalty.

- The Admissions Committee will evaluate the undergraduate and, if applicable, graduate transcripts of every applicant in order to determine which, if any, foundation requirements have been satisfied. Waivers are determined by a combination of the courses previously

taken, the grades received, and the date of these previous courses.

- Students who have taken six credits of Business Math or three credits of Calculus and have scored sufficiently in the quantitative section of the GMAT/GRE will receive a waiver for DSS 500, Math for Graduate Business Studies.
- Students who receive a grade of 80% or higher in the ALEKS Placement exam will receive a waiver for DSS 510, Statistics Proficiency.

Graduate Business students who have acquired competency through work experience or training may receive a waiver of a Foundation course by passing a challenge examination for the applicable course. (Please note there is no challenge exam for ACC 500 or DSS 525. Students may waive DSS 510 upon passing the ALEKS proficiency test with a score of 80% or higher.) Challenge examinations must be taken within six months after a student begins classes. The challenge examination may be taken only once for each waiver. Waivers are not granted for any Gateway, Core, Elective or Capstone course. A fee is required for each challenge exam taken. Arrangements for challenge exams should be made with the Graduate Business office.

Gateway Courses

The MBA Gateway Course and the Business Ethics course are the first two required Core courses of the Haub School of Business MBA Curriculum and provide a basis for subsequent courses.

xxx545	Gateway Course (topics will vary semester to semester)
MGT 552	Stakeholder Theory and Social Responsibility*
-or-	
MGT 554	Ethical Practices in Business*

*Students count either MGT 552 or MGT 554 toward their degree, but not both.

Core Courses

The Core Courses are designed to provide students with the common body of advanced knowledge which provides the base for study in the concentration areas and also to give the necessary background for future management positions. Students who have a significant background in the area of a particular, advanced Core course may substitute it with a course in that concentration. Arrangements for this substitution should be made

at the Graduate Business office. The Core courses are as follows:

ACC 550	Creating and Measuring Shareholder Value
DSS 560	Business Analytics for MBA
-or-	
DSS 610	Business Analytics for BI*
FIN 550	Shareholder Value Management
MGT 551	Empowering Human Potential at Work**
-or-	
MGT 553	Excellence in Organizations**
MKT 550	Marketing Strategy

*This course is available only for students pursuing a Business Intelligence & Analytics concentration and will be required in place of DSS 560.

** Students count either MGT 551 or MGT 553 toward their degree, but not both.

Concentration Courses

The various concentrations within the MBA Curriculum allow students to choose an area of interest and gain a deeper knowledge of that subject. Students select three courses from those offered in the concentration chosen.

Students may choose from the following concentrations: Accounting, Business Intelligence & Analytics, Finance, Health and Medical Services Administration, International Business, International Marketing, Leading, Managing Human Capital, and Marketing. In addition, a General MBA is offered for those students who desire a broader background. These students choose three elective courses from two to three different areas of concentration courses offered.

Any of the students who would like to earn two concentrations can do so by taking an additional 9 credits in a second area of expertise.

The concentration areas which are currently offered are more fully described below:

Accounting

This area is designed for business managers who hold positions requiring the use of accounting information. It will provide students with in-depth study in financial accounting as well as the implication of tax policy in making business decisions. The courses stress a user-based understanding of accounting.

ACC 601	Tax Planning for Management Decision-Making
ACC 602	Financial Statement Analysis
ACC 610	Topics in Accounting

ACC 730	International Accounting Study Tour
ACC 793	Research in Accounting

Business Intelligence & Analytics

Information Systems are the driving force in shaping and delivering products and services. Today, firms seek individuals who are competent with technology and also possess strong analytical skills for business decision-making. This concentration is designed for students who want to understand current information technologies and their effect on corporate decision-making and strategic planning. (Please note that students studying toward a concentration in Business Intelligence must take DSS 610 in place of DSS 560.)

DSS 600	Foundations for Business Intelligence
DSS 620	Concepts and Practice of DSS Modeling
DSS 630	Database Management Theory & Practice
DSS 640	Enterprise Data
DSS 650	Business Process Modeling and Analysis
DSS 660	Introduction to Data Mining
DSS 670	Critical Performance Management
DSS 680	Predictive Analytics
DSS 690	Management Issues in Business Intelligence
DSS 700	Six Sigma Applications & Foundations I
DSS 710	Six Sigma Applications & Foundations II
DSS 720	Business Analytics for Supply Chain Management
DSS 730	Web Analytics

Finance

The finance concentration develops the financial and analytical skills necessary to fulfill the role of a financial manager or administrator in a corporate and/or financial market setting.

FIN 600	Financial Institutions and Capital Markets
FIN 601	Personal Financial Planning
FIN 602	Portfolio Management
FIN 604	Personal Insurance Planning
FIN 605	Pension and Benefits Administration
FIN 606	Estate Planning
FIN 607	Risk Management
FIN 608	Advanced Financial Management
FIN 609	International Finance
FIN 610	Security Analysis
FIN 611	Mergers and Acquisitions
FIN 612	Derivative Markets

FIN 613 Finance Study Tour
 FIN 770 Topics in Finance
 FIN 793 & 794 Research in Finance

General M.B.A.

The General M.B.A. area is designed for students seeking the broadest type of business education. Students choosing this area may select any three 560 or above level courses, provided that they have fulfilled course prerequisites and the courses are not part of the foundation or core.

Health and Medical Services Administration

The health and medical services administration area is designed to prepare students and/or medical practitioners for management positions in both profit and not-for-profit health enterprises.

PMK 600 Health Care Marketing
 PMK 620 Supply Chain
 PMK 660 Coding, Coverage, and Reimbursement
 PMK 670 Pricing
 MGT 796 Strategic Management of Health Care Organizations

International Business

This area provides a combination of a broad-based business education with a strong global perspective, all of which build upon the core breadth requirement. It is designed for individuals holding or desiring management positions in firms with a global focus.

ACC 730 International Accounting Study Tour
 FIN 609 International Finance
 FIN 613 Finance Study Tour
 IBU 661 International Management
 IBU 662 International Business Law
 IBU 663 Managing Strategic Alliances
 IBU 770 International Business Study Tour

IBU 771 Topics in International Business
 IBU 791 Internship I
 IBU 792 Internship II
 IBU 793 Practicum in International Business
 IBU 794 Research in International Business
 MKT 650 International Marketing
 MKT 770 International Marketing Study Tour

International Marketing

This area is designed for business managers who wish to expand their understanding and skill levels in the international marketing functions of their organizations

MKT 604 International Marketing
 MKT 612 Global Cultures and Consumers
 MKT 613 International Channel Management

MKT 614 International Marketing Research
 MKT 616 Global Marketing Communications
 MKT 618 International Product Development and Brand Management
 MKT 770 International Marketing Study Tour

Leading

The concentration in Leading invites students to develop their knowledge and skill in leadership. Students can select three Leading electives that will challenge them to learn leadership from a distinctively Saint Joseph's perspective—leadership that is both reflective and action-oriented. MBA with a concentration in Leading will equip students with leadership knowledge and skills that will allow them to contribute to their personal development, their organization's well-being, and to a more just and sustainable world.

LEO 565 Leading Change in Organizations
 LEO 653 Leading in Modern Organizations
 LEO 654 Leading Global and Virtual Teams
 LEO 668 Leading for Sustainability
 LEO 669 Leading Projects
 LEO 770 Study Tour in Leading
 LEO 771 Topics in Leading
 LEO 791 Internship I in Leading
 LEO 792 Internship II in Leading
 LEO 793 Practicum in Leading
 LEO 794 Research in Leading

Managing Human Capital

This area is designed for students who want to develop as managers to lead human capital-centric/high-involvement organizations. In addition to simply attracting, developing, and retaining the best talent, creating a human-capital centric organization involves organizing and managing people so that they perform in ways that lead to excellent organizational performance.

FIN 605 Pension and Benefits Administration
 LEO 565 Leading Change in Organizations
 MGT 650 Business Law for Managers
 MHC 560 Introduction to Strategic Human Resource Management
 MHC 561 Human Resource Research/Survey Methods
 MHC 562 Employment and Labor Law
 MHC 563 Human Resource Technology
 MHC 651 Career Management in Organizations
 MHC 655 Managing Workforce Diversity
 MHC 656 Influence, Negotiation, & Conflict Skills
 MHC 662 Rewards Administration
 MHC 663 Talent Selection and Retention
 MHC 667 Human Resources Fundamentals

MHC 770	Study Tour in Managing Human Capital
MHC 771	Topics in Managing Human Capital
MHC 791	Internship I in Managing Human Capital
MHC 792	Internship II Managing Human Capital
MHC 793	Practicum in Managing Human Capital
MHC 794	Research in Managing Human Capital

Marketing

Today's marketing is moving at lightning speed. The MBA in Marketing will help enable managers to develop customer-driven strategies using some of the latest marketing metrics and techniques.

MKT 602	Promotional Strategy
MKT 603	Strategic Marketing Management
MKT 604	International Marketing
MKT 605	Research in Marketing
MKT 606	Consumer Behavior
MKT 607	Business of Sports
MKT 608	Marketing and Social Media
MKT 609	Marketing Analytics
MKT 612	Global Cultures and Consumers
MKT 613	International Channel Management
MKT 614	International Marketing Research
MKT 616	Global Marketing Communications
MKT 618	International Product Development and Brand Management
MKT 650	Marketing Study Tour
MKT 770	International Marketing Study Tour

Cross-Functional Capstone

The integrative course is designed to permit students, at the end of the course of study, to integrate the knowledge from their previous courses. All students are required to culminate their studies by taking the following course:

MGT 789	Global Business Strategy Simulation*
MGT 795	Global Business Strategy*
MGT 796	Strategic Management in Health Care (May be required in place of MGT 795 for students concentrating in Health and Medical Services Administration)

Students count MGT 789, MGT 795, or MGT 796 toward their degree, but not more than one.)

The Data Intelligent MBA Track

The Data Intelligent MBA track allows students to maximize the study of Business Intelligence &

Analytics within the MBA curriculum. Students in this track graduate with an MBA degree, a major in Business Intelligence & Analytics, and a certificate of completion for the Data Intelligent MBA track. Coursework in Business Intelligence & Analytics is required at each level within the MBA curriculum. The following are the required courses within this track:

- Foundation course: DSS 600 Foundations for Business Intelligence is required in place of DSS 525 Contemporary Information Technologies and DSS 510 Statistics Proficiency.
- Gateway course: DSS 545 Big Data & Analytics from a C-Suite Perspective is required.
- Core course: DSS 610 Business Analytics for BI is required in place of DSS 560 Business Analytics for MBA.
- Elective courses: DSS 630 Database Management Theory & Practice, DSS 640 Enterprise Data, and DSS 660 Introduction to Data Mining are required.

Post-M.B.A. Certificate

Students who have received an MBA degree can earn a Post-MBA certificate in an additional concentration by successfully completing four courses in one of the following areas: Business Intelligence & Analytics, Finance, Financial Analysis and Reporting, International Business, International Marketing, Managing Human Capital, or Marketing.

Order of Taking Courses

Students should take their Foundation Courses at the beginning of their MBA studies. An MBA Gateway Course and the Business Ethics Course (MGT 552 or MGT 554) are the first two required courses of the Haub School of Business MBA curriculum and provide a basis for subsequent courses. (No more than three Gateway or Core Courses may be taken before the foundation core requirements have been completed.) Students have six years to complete their MBA degrees, beginning when they take their first 545 or above level course. Students who have decided on their concentration area are advised to take the Core Course related to their concentration so that they are eligible to begin taking their electives. An elective is any 560 or above level course that is open to MBA students and not already part of the required MBA curriculum. Concentration courses are offered on a cyclical basis. The integrative Capstone Course is normally taken as the last course; or, in some cases, as the next to last course.

Registration/Selection of Courses

MBA students obtain the course schedule from the web and register online. Students are encouraged to consult with the Graduate Business Office before registration if they have questions regarding course selection.

Students are reminded that they are responsible for successfully completing the courses necessary for graduation, including all Foundation Courses stipulated by the Admissions Committee in their admission letter. Taking an upper level course out of sequence and obtaining a satisfactory grade will not eliminate the need to fulfill Foundation Requirements. Students who register for a course without having taken the proper prerequisite course will be dropped from the course and withdrawal penalties will be applied, including but not limited to the denial of a full tuition refund.

Academic Advising

Students who would like to discuss their course of study and/or who have questions on prerequisite courses or degree requirements should call the MBA office for an appointment. The Assistant Director and/or an Academic Advisor are available by appointment Mondays through Thursdays, 9:00 a.m. to 6:30 p.m., and on Fridays from 9:00 a.m. to 5:00 p.m. The telephone number is (610) 660-1690. Students are also encouraged to send their questions by email to sjumba@sju.edu.

Admissions Requirements

Applicants for admission must possess a baccalaureate degree from an accredited college or university. The applicant must submit the following:

- A completed application form (available online at www.sju.edu/mba), accompanied by a non-refundable application fee;
- Official transcripts indicating receipt of a baccalaureate degree from an accredited college or university.
- Official GMAT or GRE test scores; information is available for the GMAT at www.mba.com and for the GRE at www.ets.org/gre. Scores for the GMAT/GRE exam are valid if the exam has been taken within seven years of the student's application. Official copies are those sent to Saint Joseph's directly from GMAT or GRE. Saint Joseph's GMAT institution code is WL8-WS-63 and our GRE code is 2801;
- Two letters of recommendation, one from an employer and one from a former

professor; if no prior employment, both letters may be from former professors, or if out of school for more than two years, both may be from the employer.

- Personal statement
- Business résumé

International applicants are no longer required to submit a credentials evaluation since Admissions staff can perform transcript evaluations. However, applicants already possessing a course-by-course evaluation of their transcripts are encouraged to submit this in place of original transcripts. For those who do not possess a course-by-course evaluation, an official record of all college and university academic studies and results of state and/or national examinations taken are required. Students must also submit a photocopy of their undergraduate diploma. Academic records must be in English and include the name of each individual course, the grade earned, and the grading scale used. Documents not available in English must include an official or notarized English translation. The Graduate Operations Office performs all international credential evaluations. Foreign documents, credentials, and transcripts must be official (sealed and sent directly from the institution). Only originals or photocopies officially stamped and attested by a school official (Registrar, Principal, or Controller of Examinations) are accepted. Faxes, scanned or notarized copies, or copies attested by a department head cannot be accepted as official. All credentials submitted to Saint Joseph's University become property of the University and cannot be returned or copied for release to students.

Foreign applicants whose native language is not English are required to take the TOEFL, IELTS, or PTE. Students already in the Philadelphia area who do not have a TOEFL, IELTS, or PTE score may be admitted following satisfactory performance on the English test administered at the ELS Center on the Saint Joseph's University campus. Minimum required language scores are as follows:

- Paper-based TOEFL: 550
- Internet-based TOEFL: 80
- IELTS: 6.5 overall score
- PTE: 60

Qualified students who complete Level 112 at the ELS Language Center and receive a strong, positive letter of recommendation from the Center can begin their MBA studies without the official TOEFL, IELTS, or PTE score. Foreign applicants seeking an

F-1 student visa must also supply a statement of financial support.

Retention Policies

Grading, Probation, Dismissal, and Failure

The grading system in effect at Saint Joseph's University will apply to courses in the MBA Program. As per University guidelines for graduate study, students enrolled in the MBA Program who receive a single grade of C or below for three (3) credit hours will receive a warning letter. Students who receive a grade of C or below for six (6) credit hours will be placed on academic probation and will be so notified in writing by the Program Director. Students who receive a grade of C or below for nine (9) credit hours will be dismissed from the program.

Graduate students must fulfill all credit hour requirements for the MBA degree. Each candidate for graduation must have at least a 3.0 cumulative GPA, no more than two grades below a C, and no F grades outstanding in order to be certified for graduation. The student, with support from the Program Director and Student Records Offices, is responsible for monitoring their own academic progress throughout the course of the program.

Retention Processes and Policies

Students enrolled in the MBA Program have six years to complete their MBA degree from Saint Joseph's University. This six-year limit begins with the student's first Gateway level or above course registration. Extensions beyond this limit can only be made with the approval of the Dean, and only for unusual and serious circumstances.

Students who exceed the time limit to complete the MBA Program will be dismissed from the program. Such students may reapply for admission into the program as new students under current admissions standards. Reinstated students may not receive credit for previous coursework.

Admissions Committee

The decision for accepting applicants into the program will be made by the Associate Dean with the advice of the Admissions Committee after they have reviewed completed applications. Members of the Admissions Committee are selected from faculty in multiple areas of study.

The Admissions Committee places emphasis on the following factors when making admissions decisions:

Evidence of intellectual competence as shown by academic achievement and other accomplishments. Therefore, the committee requires official grade transcripts, a standardized test (GMAT/GRE), and letters of recommendation.

Motivation for pursuing the MBA degree which information should be contained in the applicant's essay portion of the application, the letters of recommendation and, optionally, a personal interview. Accordingly, information about past work achievements, work experience, and future goals should be contained in the documentation provided, although work experience is not a prerequisite to admission.

Evidence of leadership capability which has been exhibited in college, in the community, and in the workplace. The applicant's potential to become a leader in business, government, or other enterprise is a factor in the admission process.

Students are admitted for enrollment in August, January, and May of each year for on campus courses. Students applying to the Online MBA Program may also be admitted in October, March, and June. Applicants should submit their complete application package as far in advance as possible of the following deadlines:

Term	Application deadline
Fall	July 15
Spring	November 15
Summer	April 15

International students seeking visas are strongly encouraged to submit their application materials about one month earlier than the above-published deadlines.

Matriculated Students

Students who have met all entrance requirements and are enrolled in the MBA program are classified as matriculated students.

Probationary Students

Students who have academic deficiencies in their records and/or low GMAT or GRE scores but who otherwise show promise of being able to successfully complete the graduate program may be allowed to take a limited number of graduate courses on a probationary basis. The conditions of the probationary period are clearly stated in the letter to the prospective student and must be

observed in order to obtain favorable consideration by the Admissions Committee for full admission to the graduate program. Students who do not complete their probationary requirements in a satisfactory manner by the deadline specified in their admissions letter will be dismissed from the program.

Visiting Students

Students in good standing in a graduate program at another accredited educational institution may take graduate courses on a visiting student basis if they provide a letter from the head of the graduate program of their degree-granting school stating that they are in good standing and that the institution will accept the course for credit. Visiting students must complete a graduate school application and pay the appropriate fee.

Graduate Business Student Association

The Graduate Business Student Association is a student-run organization which promotes fellowship among Graduate Business students and serves as a communication link between faculty and students. The Association furnishes students with an opportunity to network among their peers and make business contacts. Activities sponsored by the Graduate Business Student Association are both academic and social in nature, broadening the scope of the Saint Joseph's Graduate Business experience.

MBA Program Inquiries:

Graduate Business Office
284 Mandeville Hall
Saint Joseph's University
5600 City Avenue
Philadelphia, PA 19131-1395
Phone: (610) 660-1690
Fax: (610) 660-1599
E-Mail: sjumba@sju.edu
Internet: <http://sju.edu/haubmba>

Joint DO/MBA Program in Health and Medical Services Administration

In cooperation with the Philadelphia College of Osteopathic Medicine, Saint Joseph's University offers an opportunity for PCOM medical students to qualify for the degrees of MBA and DO in a total of five years. This joint degree offers future physicians the opportunity to gain the business management expertise needed to complement their medical training to successfully run a private practice or manage in a health-care setting, by earning DO and MBA degrees concurrently.

This five-year joint degree program allows PCOM students to complete both the DO and MBA degrees with only one additional year of study. As a five-year track, the DO/MBA program represents a cooperative agreement in which a number of standard premedical courses and PCOM courses are accepted for credit or waived by the University.

A major feature is the ability to pursue uninterrupted medical education at PCOM while also completing the MBA course requirements at Saint Joseph's University. The flexible PCOM medical curriculum allows students to complete their second year clinical didactic courses over a two-year period.

Upon completion of the standard first year at PCOM and acceptance into the joint degree program, students begin business studies in the Saint Joseph's University summer session. The following fall and spring semesters, the medical course-load is reduced to half-time while two evening business courses are completed each semester in the MBA program. This schedule is repeated the next summer and subsequent fall and spring semesters, during which the PCOM sophomore year and all remaining MBA requirements are completed.

Upon completion of the two-year combined curriculum, the MBA degree is awarded by Saint Joseph's University. After completion of full-time medical education in junior and senior clinical rotations, the DO degree is awarded at PCOM's annual commencement ceremonies with special recognition of the dual degree.

Tuition and Financial Aid for DO/MBA Students

The total cost of all tuition and fees for the MBA program and special PCOM curriculum is equal to one additional year of PCOM tuition. All tuition is payable to PCOM according to the established payment schedule, and PCOM pays all MBA tuition and fees directly to Saint Joseph's University. Students in the joint degree program receive all standard PCOM services for the additional year of study.

The primary sources of financial aid, such as Federal Stafford loans, are available to students for the additional year of study. All financial aid is administered by PCOM's Office of Financial Aid. Standard PCOM financial aid procedures and forms apply to the joint degree program, and no special arrangements with lending sources are necessary.

DO/MBA Inquiries

Dr. Robert G. Cuzzolino
Vice President for Graduate Programs and Planning
Philadelphia College of Osteopathic Medicine
Evans Hall, Office of Academic Affairs
4170 City Avenue
Philadelphia, PA 19131-1696
(215) 871-6770

Accounting Courses

ACC 500 Accounting, Business Analysis, and Financial Reporting (3 credits)

This course is designed to reinforce the conceptual foundation of accounting since its outcomes are used in managerial decision making, business analysis, and external financial reporting. Measuring, recording, summarizing, reporting, and interpreting financial transactions for U.S. companies are covered. Topics include the financial reporting model; cash- and accrual-basis measurement of profitability; basic financial analysis for business decisions; and reporting on the financing, investing, and operating activities of enterprises. Emphasis is placed on the importance of accounting data for managerial decision making and insight with respect to the importance of ethical behavior within business entities.

ACC 545 Gateway: Cooking the Books: Lessons in Business Ethics (3 credits)

This course is designed to be an integrative business course with underpinnings in business ethics. In light of the accounting scandals and recent financial meltdowns, it is important for students to understand and appreciate the role of accounting in various corporate settings. Topics covered in this course will provide insight as to why ethical mindset is needed in applying various accounting principles, rules, and regulations. The purpose of requiring students to complete the Financial Shenanigan projects is to help them develop essential business skills such as: oral and written communication, working in teams, and ability to conduct research.

ACC 550 Creating and Measuring Shareholder Value (3 credits)

This course employs a case-based approach for assessing the value of the firm and demonstrating how shareholder value is increased. Coverage includes a description of value creation fundamentals and a discussion of contemporary value metrics such as cost-profit-volume analysis,

economic value added, and activity-based measurement of management effectiveness. Using financial databases, students work in teams to apply the analytic tools of managerial decision making and prepare comprehensive reports (e.g., the Balanced Scorecard) that measure managerial performance in enhancing firm value. *Prerequisites: ACC 500 and FIN 503.*

ACC 601 Tax Planning for Management Decision-Making (3 credits)

The goal of this course is to introduce the many tax planning opportunities that are inherent in management and personal financial decisions. The emphasis is on acquiring recognition-level knowledge of the important role taxation plays in the daily operation of business enterprises and in each individual's personal financial affairs. *Prerequisite: ACC 500.*

ACC 602 Financial Statement Analysis (3 credits)

This course provides a study of how to analyze a business enterprise through financial statements and related data. Topics covered include cash flow analysis, return on invested capital, profitability assessments, forecasting, credit review, and equity analysis and valuation. *Prerequisite: ACC 550*

ACC 610 Topics in Accounting (3 credits)

This course covers contemporary issues of interest in the professional field of accountancy. Specific topics are detailed in the Graduate Business Course Offerings announcement. *Prerequisite: ACC 550.*

ACC 730 International Accounting Study Tour (3 credits)

A specially designed International Tour to varying countries which offer students a unique opportunity to study International Accounting—its dimensions, participants, trends and opportunities. Students will also experience the heritage, ambiance and excitement of the world's great countries and cities. *Prerequisite: ACC 550.*

ACC 793 Research in Accounting (3 credits)

By permission of Chair, Prerequisite: ACC 550

Business Intelligence & Analytics Courses

DSS 500 Math for Graduate Business Studies (1 credit)

Various mathematical concepts are explored in reference to making business decisions. Topics

include methods to solve systems of linear equations, matrix operations, and derivatives. A review of basic algebraic concepts such as quadratic formula, scientific notation, and graphing techniques is also covered.

DSS 510 Statistics Proficiency (1 credit)

This course will include all of the content usually found in a business statistics course. This includes probability, probability distributions, confidence intervals, hypothesis testing, ANOVA, Chi Square, and Linear Regression. The course will be conducted through the use of ALEKS online learning software and will also meet virtually each week. The software allows students to obtain credit for concepts, which they already know and then provides learning tools to complete the remainder of the course. Students may waive this course by achieving a minimum score of 80% on the proficiency exam. *Prerequisite: DSS 500*

DSS 525 Contemporary Information Technologies (3 credits)

This course will examine fundamentals of information systems and explore selected issues in depth. In-depth topics may include systems analysis and database, ecommerce, software development, management of information systems, self-service systems, 1-IRIS, etc.

DSS 545 Gateway: Big Data & Analytics from a C-Suite Perspective (3 credits).

From the simplest dashboard to the big data driven advanced analytics embedded in company's processes, including ones with direct interaction with customers, Analytics should be a critical aspect of every business. This course provides an overview of what Analytics is and the why of Analytics integration into company's strategy plans and initiatives from the perspective of the C-Suite.

DSS 560 Business Analytics for MBA (3 credits)

This course will focus on the modeling process of identifying, analyzing, interpreting, and presenting results, so as to transfer the data into decisions, will be examined. The statistical basis for decision-making will be reviewed. Descriptive statistics, confidence intervals, and hypothesis are covered with an emphasis on analyzing and interpreting results using Excel. Students will learn to utilize advanced managerial decision-making tools, such as optimization and stimulation, to analyze complex business problems, and arrive at a rational solution. For each of the analysis techniques, the methodology will be developed and applied in a

real business context. Cases of increasing complexity will be used to emphasize problem description, definition, and formulation. *Prerequisites: DSS 510*

DSS 600 Foundations for Business Intelligence (3 credits)

This course is intended to provide an integrative foundation in the field of business intelligence at the operational, tactical, and strategic levels. Topics such as value chain, customer service management, business process analysis and design, transaction processing systems, management information systems, and executive information systems will be covered, along with other topics relevant to the field of business intelligence.

DSS 610 Business Analytics for BI (3 credits)

This course is required in place of DSS 560 for those students concentrating in Business Intelligence.

The aim of this course is to provide the student with an understanding of several management science techniques and to provide some insight into how these tools may be used to analyze complex business problems and arrive at a rational solution. The techniques to be studied are forecasting, linear planning, simulation, and modeling. Cases of increasing complexity will be used to emphasize problem description, definition, and formulation. The computer will be used extensively throughout the course, primarily by using available programs to perform the calculations after the problem has been correctly formulated. Emphasis will be placed on the interpretation and implementation of results. In addition, we will examine the future of analytics. *Prerequisite: DSS 600*

DSS 620 Concepts and Practice of DSS Modeling (3 credits)

Building on the background of previous courses, this course will extend the use of spreadsheet modeling and programming capabilities to explore decision models for planning and operations using statistical, mathematical, and simulation tools. *Prerequisite: DSS 600, DSS 610 or permission of the Program Director.*

DSS 630 Database Management Theory and Practice (3 credits)

Business Intelligence rests on the foundation of data storage and retrieval. In this course, students will be presented with the theory of operational database design and implementation. The concepts of normalization, database queries and database

application development will be introduced using contemporary tools and software for program development. *Prerequisites: DSS 600, DSS 610, DSS 620, and/or permission of the Program Director.*

DSS 640 Enterprise Data (3 credits)

Traditional database design concentrates on the functional areas of business and their database needs. At the strategic and value-chain levels, we look at data across the enterprise and over time. The issues of Enterprise Data in the Data Warehouse, Data Marts, Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Customer Relationship Management (CRM), Online Analytical Processing (OLAP), and the concepts of Data Mining will be surveyed in this course. *Prerequisites: DSS 600, DSS 610, DSS 620, DSS 630, and/or permission of the Program Director.*

DSS 650 Business Process Modeling & Analysis (3 credits)

Using the case study approach in combination with contemporary software tools, students will apply the concepts of business process analysis and design, quality control and improvement, performance monitoring through performance dashboards, and balanced scorecards and process simulation. *Prerequisites: DSS 600, DSS 610, DSS 620, DSS 630, DSS 640 and/or permission of the Program Director.*

DSS 660 Introduction to Data Mining (3 credits)

This course in the Business Intelligence Program will extend the concepts of data mining to an exploration of a contemporary Data Mining toolset on a large live data set. In this course, students will be encouraged to find the patterns in the data and to prepare reports and presentations describing the implications of their findings. *Prerequisites: DSS 600, DSS 610, DSS 620, DSS 630, DSS 640, DSS 650 and or permission of the Program Director.*

DSS 670 Critical Performance Measurement (3 credits)

This course integrates the concepts of decision support, database management, critical performance measurement, and key performance indicators through the practical application development of performance dashboards. When completed, students will be able to design department level, user-oriented applications that capture data from transaction processing systems and present that data for business users in decision-compelling format. *Prerequisites: DSS*

600, DSS 610, DSS 620, DSS 630, DSS 640, DSS 650, DSS 660 and or Permission of the Program Director.

DSS 680 Predictive Analytics (3 credits)

This course extends the data mining process to the predictive modeling, model assessment, scoring, and implementation stages. In this course, professional data mining software and small and large data sets will be used to effectively analyze and communicate statistical patterns in underlying business data for strategic management decision making.

Prerequisites: DSS 600, DSS 610, DSS 620, DSS 630, DSS 640, DSS 650, DSS 660, DSS 670 and or Permission of the Program Director.

DSS 690 Management Issues in Business Intelligence (3 credits)

A critical success factor in Business Intelligence is the ability to communicate one's analyses and recommendations to decision-makers. This course will direct students on the importance of effective communication, as well as allow students to explore their individual areas of interest as it applies to the business intelligence field.

Prerequisite: All courses are fulfilled through the scheduled MSBIA course sequence, and/or permission of the Program Director.

DSS 700 Six Sigma Applications and Foundations I (3 credits)

This course is the first of a two course sequence that prepares the student for the Six Sigma Green Belt certification examination. Topics include introduction of Six Sigma and its vocabulary, review of business statistics focusing on hypothesis testing and multiple regression, experimental design and Analysis of Variance, statistical process control, analytic hierarchy process, discrete event simulation and other tools of Six Sigma. This course includes roughly half of the material covered on the Green Belt certification exam.

DSS 710 Six Sigma Applications and Foundations II (3 credits)

This course is the second of a two course sequence that prepares the student for the Six Sigma Green Belt certification examination. Topics include the Six Sigma dashboard and related models (DMAIC, DMADV, DFSS: QFD, DFMEA, and PFMEA), selecting and managing projects, organizational goals, lean concepts, process management and capability, and team dynamics and performance. This course

includes the remaining material covered on the Six Sigma Green Belt certification exam.

DSS 720 Business Analytics for Supply Chain (3 credits)

Management of supply chains is critical to the success and profitability of all businesses, whether manufacturing or service companies. This course examines supply chains and the business analytic tools which are most effective in developing supply chain efficiencies and supply chain value. Topics include supply chain strategy, network and system design, operations management, sourcing, logistics, forecasting, inventory management, relationship management and sustainable supply chain management.

DSS 730 Web Analytics (3 Credits)

In this course, students will learn how to extract and analyze data from the web using analytic tools that are widely used across the range of internet companies, from start-ups to online giants like Amazon or Google. At the end of the course, students will apply these methods to answer real world questions and to create and/or guide web business strategies. *Prerequisites: DSS 510 or successful completion of Aleks statistics module.*

Finance Courses

FIN 500 Managerial Economics (3 credits)

This course familiarizes students with the basic concepts, the language and the analytical tools of microeconomic and macroeconomic theory in order to enhance decision-making in business and finance. The course is divided into two parts. The first part focuses on the component parts of our economic system: consumers, workers, production enterprises, governments, and the interactions of these entities in markets where the prices of outputs and inputs are determined. The second part covers aggregate economic activity and looks at the problems of inflation and unemployment. It analyzes the role of government in controlling the growth of the economy, the theory of money and banking, and the role of the Federal Reserve System.

FIN 503 Financial Management (3 credits)

This course is an introduction to finance and lays the background for future courses. Topics include the financial environment, including the role of capital markets, determination of interest rates, financial analysis, time value of money, risk and return, and valuation. *Prerequisites: FIN 500, DSS 500.*

FIN 550 Shareholder Value Management (3 credits)

This course covers the concepts and practices of value-based financial management. Selected topics include financial analysis and forecasting, application of time value of money, valuation and stock market signals to management, introduction to risk and modern portfolio theory, capital budgeting, options, cost of capital, and capital structure. This course emphasizes value creation and the role of domestic and international financial management in facilitating this process. *Prerequisites: ACC 500, FIN 503, DSS 505. ACC 550 and DSS 560 are highly recommended for traditional MBA students.*

FIN 600 Financial Institutions and Capital Markets (3 credits)

This course is designed to expose the student to the operations of financial markets and financial institutions which exist within the U.S. financial system. Topics include the diverse financial markets, the major financial securities traded in these markets and their properties, the behavior of interest rates, key characteristics and regulations of major financial institutions, including their risk exposures and various strategies to manage these risks. *Prerequisite: FIN 550.*

FIN 601 Personal Financial Planning (3 credits)

Personal Financial Planning is designed to provide those students who will be dealing with individuals rather than a business entity as a career, an understanding of the problems and concerns that arise in an individual's life cycle. Students will learn how to reach appropriate decisions regarding the allocations of personal wealth between current consumption and future consumption. Current consumption decisions would include discussions of metrics covering the optimal consumption pattern for major purchases, e.g. houses and automobiles, more routine purchases, such as insurance coverage. In addition, the course will examine the appropriate use of credit, either through standard loan contracts or the use of credit cards. There will also be a discussion of the existing consumer protection laws and their effect on individual consumption patterns. Future consumption allocations will include a discussion of metrics involved in reaching optimal decisions regarding long-term health care, retirement, and estate planning.

Prerequisite: FIN 550.

FIN 602 Portfolio Management (3 credits)

This course covers the theory and practice of portfolio management. Topics include capital market models, risk assessment, performance evaluation, mutual funds, international diversification, and managing risk with derivative securities. Recent empirical evidence is also covered. *Prerequisite: FIN 550.*

FIN 604 Personal Insurance Planning (3 credits)

This course examines the theory and practice of risk management within a personal financial planning framework. It examines the wide range of risks that individuals are exposed to and the ways that insurance can be used to deal with the problems posed by such risks. Topics include the nature of risk, organization and regulation of the insurance industry, life and health insurance, and property and liability insurance. Insurance is also examined within the framework of employee benefit packages. *Prerequisite: FIN 550.*

FIN 605 Pension and Benefits Administration (3 credits)

This course is intended to provide students with a basic understanding of the various pension and employee benefit plans available in the workplace. Emphasis will be placed on preparing professionals to make informed decisions about what types and designs of plans are best for their company or client and about how they can best administer their chosen benefit package.

FIN 606 Estate Planning (3 credits)

This course will begin with an overview of basic gift, estate, and generation-skipping-transfer tax law. Fundamental estate and gift areas will be covered as well as basic estate planning documents and estate devices. The student will become aware of how to apply these areas to real-life cases. The second half of the course will be a more in-depth examination of the tools and techniques of estate planning based on the transfer tax rules taught in the first half of the course. This course will cover in great detail the estate planning techniques for lifetime gifts as well as life insurance planning and estate planning for qualified plans and IRA's. Other areas to be discussed will include ownership of family business entities and limited liability companies. *Prerequisite: FIN 550.*

FIN 607 Risk Management (3 credits)

This course is designed to apply the theories and techniques taught in Finance to the complex and specific needs of managing financial risk in the financial services industry. The course will provide

an overview of the banking and insurance markets and their products. In addition, several valuation and risk management tools and models designed to measure and manage equity risk, interest-rate risk, and default risk in the financial services sector of the economy will be introduced and implemented. *Prerequisite: FIN 550.*

FIN 608 Advanced Financial Management (3 credits)

This course covers the theory and practice associated with the management of long-term assets and long-term capital. Topics include evaluating investment opportunities, single period, multi-period, certainty, uncertainty, risk analysis, capital structure, dividend policy, cost of capital, and firm valuation. *Prerequisite: FIN 550.*

FIN 609 International Finance (3 credits)

This course describes and analyzes the structure and function of international money and capital markets with special consideration for the economics of foreign exchange markets, export/import finance, international financial institutions, Euromarkets, alternative forms of international monetary structure and comparative financial structures. *Prerequisite: FIN 550.*

FIN 610 Security Analysis (3 credits)

This course examines security valuation techniques. Topics include fundamental and technical analysis of stocks, bonds, and derivative securities. Earnings estimation, as well as assessing the risk and values of individual securities, including options. *Prerequisite: FIN 550.*

FIN 611 Mergers and Acquisitions (3 credits)

This course will cover the theory and evidence concerning mergers and Acquisitions and the market for corporate control. It will examine the accounting and evaluation aspect of mergers and acquisitions activities, discuss the alternative theories of mergers and acquisitions, and review the relevant empirical test. Mergers and acquisitions activity is evaluated in terms of the strategic alternatives faced by the firm. Restructuring, leveraged buyouts, share repurchases, and takeover defenses etc. are also studied not only from a Finance perspective but also from a strategic perspective. *Prerequisite: FIN 550.*

FIN 612 Derivative Markets (3 credits)

Derivatives are financial instruments whose returns are derived from those of other financial

instruments. Derivatives can be based on real assets, such as agricultural commodities, metals, and sources of energy, or financial assets, such as stocks. This course is designed to have students learn about the characteristics of the institutions and markets where these instruments trade, the manner in which derivative prices are determined, and the strategies for the effective use of the instruments. *Prerequisite: FIN 550.*

FIN 614 Accounting, Finance and Economics for Health Care (3 credits)

In this case-based course, students will improve their decision making abilities through the logical applications of accounting, financial and economic concepts of health care. Topics covered will include external financial reporting, management control decisions, cash flow management, operational budgeting and comparative analysis of various health care systems. The non-profit and international health care viewpoints will also be explored. *Prerequisite: FIN 550.*

FIN 613 Finance Study Tour (3 credits)

The international study tour in finance develops a better understanding of the global finance environment. It focuses on institutions, trends, and opportunities. Students will also experience the heritage, ambiance and excitement of the world's great countries and cities. *Prerequisite: FIN 550.*

FIN 770 Topics in Finance (3 credits)

The topics course covers subjects of current interest in the field of finance. Specific topics will be announced in the course schedule. *Prerequisite: FIN 550.*

FIN 793/794 Research in Finance (3 credits)

By permission of Chair, Prerequisite: FIN 550.

Health and Medical Services Administration Courses

PMK 545 Gateway Healthcare: A Global Perspective (3 credits)

This is a policy course that provides a broad perspective with specific focus on aspects of healthcare systems. Given the spiraling costs around the globe along with the recent introduction of Obamacare in the U.S, healthcare has the potential to bankrupt national budgets. Classes will include assessment of healthcare infrastructure from advertising agencies that have evolved into consulting firms to healthcare distributors and all the stakeholders involved with

healthcare delivery: hospitals, doctors, pharmacists, nurses, and "alphabet soup" like Accountable Care Organizations (ACOs). The class will also combine contemporary evaluations of healthcare delivery, e.g., *Sicko*, and is anchored by a semester-long research project that will enable students to gain in-depth insights about healthcare delivery.

PMK 600 Healthcare Marketing (3 credits)

This course covers identifying market opportunities and different segments of the health care delivery system. It will also incorporate strategies and the application of the "4Ps": price, product, place, and promotion. The environment for the course will be managed care. *Prerequisite: MKT 501 or equivalent.*

PMK 620 – Supply Chain (3 Credits)

This course describes the distribution process of pharmaceuticals, medical devices, diagnostics and biologics with concepts specific to designing and managing strategic channel relationships. *Prerequisite: MKT 501 or equivalent.*

PMK 640 – Pharmacoeconomics (3credits)

This course reviews the principal concepts of economics and the history and development of health economics. Additionally, it emphasizes the application and value of health economic studies through the use of examples from the pharmaceutical, biologic, medical device and diagnostic industries. *Prerequisite: MKT 501 or equivalent.*

PMK 660 Coding, Coverage, Reimbursement (3 credits)

The course provides information to help a healthcare professional understand how to run their practice as a business in the U.S. Background of coding systems to include ICD-10 and CPT, will be introduced along with case scenarios that reveal how a coding system links a procedure or product to the different reimbursement systems, such as Medicare and Medicaid, to get payment. *Prerequisite: MKT 501 or equivalent.*

PMK 670 – Pricing (3 Credits)

This course examines how manufacturers of pharmaceuticals, medical devices, diagnostic and biologics set prices for their products as well as investigates the legal and policy ramifications of pricing. *Prerequisite: MKT 501 or equivalent.*

International Business Courses

IBU 661 International Management (3 credits)

This course examines the international business environment, management practices outside the United States, and the interpersonal, organizational and institutional, issues facing managers conducting business in more than one cultural context. *Prerequisite: Completion or waiver of MGT 500.*

IBU 662 International Business Law (3 credits)

The purpose of this course is to acquaint the student with the international legal environment in which businesses operate. It will introduce the students to international business law as it has evolved over the centuries. It will also introduce students to national, regional and international organizations that regulate foreign commerce, including how international disputes are resolved. International sales, credits, and commercial transactions will be examined, as well as international and U.S. trade law.

Prerequisites: Completion or waiver of MGT 500.

IBU 663 Managing International Strategic Alliances (3 credits)

This course examines formation, management, and evolution of international strategic alliances (including international joint ventures) as the most frequently used and uniquely characterized mode of entry into foreign markets. *Completion or waiver of MGT 500.*

IBU 770 International Business Study Tour (3 credits)

A specially designed international tour to varying countries which offers students a unique opportunity to study international management—its dimensions, participants, trends, and opportunities. Students will also experience the heritage, ambience and excitement of the world's great countries and cities. *Prerequisite: MGT 551 or MGT 553.*

IBU 771 Topics in International Business (3 credits)

This course covers topics of current interest in the field of leadership. The specific subjects and prerequisites will be announced in the course schedule. *Prerequisite: MGT 551 or MGT 553.*

IBU 791 Internship I (3 credits)

Prerequisite: Completion or waiver of MGT 500 and approval of Chair.

IBU 792 Internship II (3 credits)

Prerequisite: Completion or waiver of MGT 500 and approval of Chair.

IBU 793 Practicum in International Business (1 credit)

Prerequisites: MGT 551 or MGT 553 and approval of Chair.

IBU 794 Research in International Business (3 credits)

Prerequisites: MGT 551 or MGT 553 and approval of Chair.

Leading Courses

LEO 565 Leading Change in Organizations (3 credits)

This course focuses on the knowledge and skills necessary for leading, planning, and implementing organizational change. Students will examine their own leadership skills and abilities, and will have the opportunity to develop skills critical to achieving effective change, including communication, leadership, and team development. *Prerequisite: MGT 551, or MGT 553, or MHC 560.*

LEO 653 Leading in the Modern Organization (3 credits)

This course will explore what it means to provide leadership to others in modern organizations. Topics will include enhancing one's leadership capability, crisis periods of leadership, conflicts between the organization's leadership and one's personal leadership, and strategies for success in leadership positions. Additional themes of power, authority, and control will be examined in terms of the organization and the individual. *Prerequisite: Completion or waiver of MGT 500.*

LEO 654 Leading Global and Virtual Teams (3 credits)

This course surveys the basic principles, concepts, and theories concerning group dynamics and team leadership. Leading modern teams involves not only managing different personalities, but also different cultures, and, frequently, doing so from a distance. In the course, the student will enhance learning in how to be an effective team member and a leader of global and virtual teams. Through participating in experiential exercises, simulations, and team projects the course provides the student with an opportunity to develop skills in managing highly diverse groups and building effective and efficient teams in a global and virtual world. *Prerequisite: Completion or waiver of MGT 500.*

LEO 668 Leading for Sustainability (3 credits)

The Leading for Sustainability course positions your role as business leader as one that connects with sustainability at multiple levels – self, others, the organization and society. The course analyzes the definitions and development of Corporate Sustainability and its relationship with environmental management, the Triple Bottom Line and Corporate Social Responsibility (CSR). The course then focuses on leadership of self. Leadership is about "making a difference" and hence it is important to consider deeply the nature and type of difference that you intend to make in this world. In particular, this course aims to increase awareness of your values, ethics, beliefs, attitudes, etc. and how these might relate to issues of sustainability. The course then looks at organizational values and sustainability. Lastly, the course integrates the material through a value/sustainability gap analysis. *Pre-requisite: Completion or waiver of MGT 500.*

LEO 669 Leading Projects (3 credits)

The Leading Projects course explores what it means to bear prime leadership responsibility in the role of project manager. Project Management is the application of knowledge and techniques to project activities in order to meet stakeholder needs by creating a unique product or service. This course should not only help you learn valuable conceptual material, but it should also enhance your effectiveness across many organizations in which projects are planned and executed. Skills acquired by the student are critically important in a business or non-profit environment. Through lectures, exercises and case studies, the student will see how a project management plan is developed, executed and controlled. Application to a real project will follow. Guidelines presented will be consistent with The Project Management Body of Knowledge (PMBOK) and be a step towards a possible Project Management Professional (PMP) certification. *Pre-requisites: Completion or waiver MGT 500.*

LEO 771 Topics in Leading (3 credits)

This course covers topics of current interest in the field of leadership. The specific subjects and prerequisites will be announced in the course schedule. *Prerequisite: MGT 551 or MGT553*

LEO 770 Leading Study Tour (3 credits)

A specially designed international tour to varying countries which offers students a unique opportunity to study international management—its dimensions, participants, trends, and

opportunities. Students will also experience the heritage, ambience, and excitement of the world's great countries and cities. *Prerequisite: MGT 551, or MGT 553*

LEO 791 Internship I (3 credits)

Prerequisite: Completion or waiver of MGT 500 and approval of Chair.

LEO 792 Internship II (3 credits)

Prerequisite: Completion or waiver of MGT 500 and approval of Chair.

LEO 793 Practicum in Leading (1 credit)

Prerequisites: MGT 551 or MGT 553 and approval of Chair.

LEO 794 Research in Leading (3 credits)

Prerequisites: MGT 551 or MGT 553 and approval of Chair.

Management Courses**MGT 500 Managing Work Organizations (3 credits)**

This course focuses on both the behavioral and technological aspects of work organizations. The behavioral aspects of organizations are discussed at three different levels. On a societal level, the place of work organizations relative to other institutions in contemporary society will be considered using a stakeholder model of the firm. On an organizational level, the concepts of organizational structure, technology, job design, and culture will be examined, emphasizing the importance of each to the goal of organizational effectiveness. On an individual level, the roles and responsibilities of the manager will be analyzed, helping students to recognize the critical managerial practices for achieving organizational effectiveness.

FBE 545 Family Business and the Global Economy (3 credits) (Gateway Course)

The family form of enterprise is the dominant business structure throughout the globe. Companies like Wal-Mart, Ford, Cargill, CEMEX, IKEA, and Samsung exemplify the size and scope of the most successful family firms in the world. Research indicates that in many of the world's most productive economies, families control up to 90% of the businesses, contribute more than 50% of the gross domestic product and generate 80% of the new jobs. At the same time, research indicates that in some economies, family businesses hinder

economic development. This course explores the family form of enterprise as a unique economic entity, and investigates the economic, political and social impact of family businesses across the globe. As an overview course, it provides students with an introduction to the micro-economics of entrepreneurial behavior within family business systems, while focusing on the macro-economic impact of family firms within the context of many of the world's economies. Students will have the opportunity to interact professionally with families through cases and presentations.

Pre-requisite: Completion or waiver of MGT 500.

MGT 545 Global Revolutions and Business (3 credits) (Gateway Courses)

What will the world be like in 2025? What are the global challenges and opportunities that businesses will face in the future and how might business organizations respond? This course, Global Revolutions and Business, examines the global trends and forces that are shaping our world and the impact of those trends and forces on business organizations. In particular, we will focus on the global forces driving revolutionary changes such as Population, Resources, Information, Technology, Economic Integration, and Governance. Focusing on the future, this course seeks to develop and hone your strategic thinking skills, in considering the near-term and long-term impact of the global changes on organizations.

Pre-requisite: Completion or waiver of MGT 500.

MGT 545 Applied Project Team Skills (3 credits) (Gateway Course)

This course addresses real world issues. The course focuses on the essential managerial skills of oral and written communication, building and working in teams, problem solving, research, and project planning activities. Using a project management framework, students learn about the issues, problems, and solutions of carrying out a team project successfully from start to finish by working on a real project for a nonprofit or small business. The class format includes academic material, lectures and discussions, student presentations, and in-class exercises. *Pre-requisite: Completion or waiver of MGT 500.*

MGT 551 Empowering Human Potential At Work (3 credits)

This course focuses on an organization's most salient resource—its human capital. It investigates the foundation of, and strategies for, empowering organizational members to manage organizational

transformation processes in a national and global environment. Empowering human potential requires an understanding of how to manage one's self, other individuals, and groups effectively, creatively, legally, and ethically in work organizations. Done well, empowered workers can help to achieve both personal and organizational objectives. To accomplish this goal, the course investigates strategies for enhancing individual performance (e.g., perceptions and motivation) and facilitating interpersonal processes (e.g., leadership and power). We will also explore ways of managing human resource issues (e.g., recruitment, selection, employee development), especially from a legal perspective. *Pre-requisite: Completion or waiver of MGT 500. Students count either MGT 551 or MGT 553 towards their degree.*

MGT 552 Stakeholder Theory and Social Responsibility (3 credits)

This course addresses corporate social responsibility through a stakeholder theory of business. The course will center on the question, "Which interests of which stakeholders impose obligations on business?" The internal and external stakeholders addressed include investors, employees, customers, and the natural environment, among others. Some issues will be analyzed by exploring international differences in the treatment of stakeholders. The course exposes students to some of the ethical dilemmas confronted by employees in the workplace, and serves to enhance student skills in resolving these dilemmas. *Pre-requisite: Completion or waiver MGT 500. Students count either MGT 552 or MGT 554 towards their degree.*

MGT 553 Excellence In Organizations (3 credits)

This online course focuses on the dynamics of organizations, with special attention to those that have achieved a distinguished level of excellence in their fields. It examines theories for analyzing an organization's current stats and strategies as seen by its stakeholders. A variety of organizational contexts will be analyzed including individual motivation and behavior, team dynamics, organizational conflict and crisis, power and leadership, managing talent, culture, change management and communication. *Pre-requisite: Completion or waiver MGT 500. Students count either MGT 551 or MGT 553 towards their degree.*

MGT 554 Ethical Practices in Business (3 credits)

This online course will consider the ethical responsibilities of managers and corporations. It is designed to raise ethical consciousness and sensitivity to the ethical dimensions of business decisions, on an individual, institution and systemic level. It will be highly interactive, introducing the student to factors which incentivize ethical and unethical behavior, and to dilemmas which arise in business. It will provide plausible decision procedures and frameworks for dealing with ethical matters and methods for rationally adjudicating ethical disputes. It is also designed to reveal common patterns of success and failure in managing ethical conflicts. It will attempt to engage students in a critical evaluation of managerial and corporate ethics and encourage each student to develop a justifiable perspective on the role of ethics in business and their responsibility to various stakeholders.

Prerequisite: Completion or waiver MGT 500. Students count either MGT 552 or MGT 554 towards their degree.

MGT 650 Business Law for Managers (3 credits)

This course introduces students to the contemporary legal environment of business. Comprehensive in scope, it examines the court system and the judicial process, as well as areas of substantive law such as torts, contract, criminal, constitutional, administrative, labor, employment, and environmental. Various forms of business organizations, as well as the arena of international law, are also covered. *Prerequisite: Completion or waiver of MGT 500.*

Managing Human Capital Courses

MHC 560 Introduction to Strategic Human Resource Management (3 credits)

This course examines the integration of human resource management strategy within the broader context of an organization's business strategy. Students will gain an understanding of major approaches to business strategy, and the corresponding implications for human resource management in varied strategic circumstances. Implications of a firm's strategy for functional areas within human resource management will also be examined. The course will introduce emerging trends in theory, research, and the practice of human resource management. *Prerequisite: Completion or waiver of MGT 500.*

MHC 561 Human Resource Research/Survey Methods (3 credits)

This course is designed to introduce students to the processes involved in measuring the effectiveness of human resource programs, and to provide a thorough grounding in survey methodology, from survey design through data collection and data analysis. Students will build their skills in survey design and construction, scale selection, survey administration, and data analysis and evaluation. Students will be required to conduct a research study during which they will act as project managers/lead researchers responsible for envisioning, executing, analyzing, interpreting, and reporting the results of the study to an external client. The overarching goal of the course is to prepare human resource professionals to effectively lead a survey project and to interpret the results of research conducted by others. *Prerequisite: MHC 560*

MHC 562 Employment and Labor Law (3 credits)

This course will provide an overview of the major laws that govern employer-employee relations in both union and non-union workplaces. Labor topics include, *inter alia*, the historical development of labor law, union organizing, unfair labor practices, concerted activities by unions, and dispute settlement. Employment law topics include, *inter alia*, employment discrimination, testing, evaluation and privacy, and laws that govern wage and salary, health and safety, income security, benefits continuation, and family and medical emergencies. *Prerequisite: Completion or waiver of MGT 500*

MHC 563 Human Resource Technology (3 credits)

This course will examine the issues of information systems from several HR perspectives. First, the course will review basic information systems concepts. Next, software systems designed to support HR functional operations will be described. Systems using web-based modules for employee benefits administration will also be described. Finally, the course will examine some of the HR issues surrounding the management of information technology personnel, such as special training issues, appropriate career paths and retention policies. *Prerequisite: MHC 560*

MHC 651 Career Management in Organizations (3 credits)

This course examines the basics of career development and how it fits into the organizational structure. It includes theory and practice of career/adult development, its delivery systems, and

its target populations. *Prerequisite: Completion or waiver MGT 500.*

MHC 655 Managing Workforce Diversity (3 credits)

Managing diversity is becoming increasingly important to contemporary organizations and is likely to become more critical in the future as the population and workforce become even more heterogeneous. Human diversity is both a moral imperative and a potential source of competitive advantage. This course is designed to help students become aware of the multiple dimensions of diversity such as race, class, gender, physical ability, sexual orientation, age, and nationality. In addition, differences in function, perspective, and work style will be explored to examine their potential impact in the workplace. The course provides information and experiences to help make students more proficient in dealing with an increasingly diverse workforce. *Prerequisite: Completion or waiver of MGT 500.*

MHC 656 Influence, Negotiation, and Conflict Skills (3 credits)

The purpose of this course is to provide opportunities for students to develop their negotiating abilities for use in organizational and other settings. The course is premised on the assumption that negotiating concepts are best learned through practice that is grounded in rigorous analysis and reflection. While theoretical principles and concepts from various reference disciplines (such as social psychology, sociology, and economics) will be presented through lectures and readings, this course will focus primarily on improving practical skills. Students will not only learn to enhance their individual abilities in dyadic and group situations, but also to analyze contexts for the most effective application of these skills. *Prerequisite: Completion or waiver of MGT 500.*

MHC 662 Rewards Administration (3 credits)

The focus of this course is on strategic compensation systems needed in a dynamic business environment. Both basic and advanced concepts are reviewed, including job evaluation, wage and salary structures, gain sharing, and other pay-for-performance systems. *Prerequisite: MHC 560 and MGT 551 or MGT 553*

MHC 663 Talent Selection and Retention (3 credits)

An examination of traditional staffing functions (recruitment, selection, orientation) is undertaken

so that the process by which organizations and individuals are matched may be better understood. Always mindful of the legal issues that permeate these processes, this unique course will examine the staffing function at an advanced level. Issues such as labor supply and demand, HR strategy and planning, the regulatory environment, validity and reliability, job analysis, realistic job previews, assessment centers, honesty and ability testing, and state of the art recruitment and selection techniques will be explored in depth. *Prerequisite: MHC 560*

MHC 667 Human Resource Fundamentals

This course will provide the student with the fundamental knowledge essential to all practicing HR professionals. Critical HR functions will be explored in depth to provide a solid understanding of the many issues confronting the HR professional. Topic areas will include (but not be limited to) Strategic Management, Workforce Planning and Employment, Human Resource Development, Total Rewards, Employee and Labor Relations, and Risk Management. In all topic areas, the legal impact of human resources decision making will be considered. This course is appropriate for early HR careerists, those interested in entering the HR field, and students interested in how HR practices further organizational behavior.

Prerequisite: Completion or waiver of MGT 500.

MHC 770 Managing Human Capital Study Tour (3 credits)

A specially designed international tour to varying countries which offers students a unique opportunity to study international management—its dimensions, participants, trends, and opportunities. Students will also experience the heritage, ambience, and excitement of the world's great countries and cities. *Prerequisite: MGT 551, or MGT 553, or MHC 560*

MHC 771 Topics in Managing Human Capital (3 credits)

This course covers topics of current interest in the field of managing human capital. The specific subjects and prerequisites will be announced in the course schedule.

Prerequisite: MGT 551 or MGT553 or MHC 560

MHC 791 Internship I (3 credits)

Prerequisite: Completion or waiver of MGT 500 and approval of Chair.

MHC 792 Internship II (3 credits)

Prerequisite: Completion or waiver of MGT 500 and approval of Chair.

MHC 793 Practicum in Managing Human Capital (3 credits)

Prerequisites: MGT 551 MGT 553 or MHC 560 and approval of Chair.

MHC 794 Research in Managing Human Capital (3 credits)

Prerequisites: MGT 551, MGT 553 or MHC 560 and approval of Chair.

Marketing Courses**MKT 501 Marketing Concepts (3 credits)**

An introduction to the theory and practice of Marketing—the process of building strong relationships with customers by meeting or exceeding their needs. In this course, you will review the basic concepts of Marketing from "STP" (Segmenting, Targeting & Positioning) to the "4 Ps" (Product, Promotion, Price & Place). The broad social, cultural, political and economic issues that impact Marketing are also examined from the standpoint of developing effective Marketing strategies.

MKT 545 Gateway Course Sustainability: A Business Perspective (3 credits)

The issue of environmental sustainability is no longer a "fringe" issue. Instead, the issue of environmental sustainability requires a paradigm shift in the way global businesses think about their own role within the broader scope of the global community. There is a strong business case for organizations to evolve their operations to become more environmentally sustainable; organizations that do not take the necessary steps risk becoming obsolete and irrelevant. *Prerequisite: MKT 501 or equivalent.*

MKT 550 Marketing Strategy (3 credits)

This course will prepare students to guide the development, application, and assessment of business strategy from a customer-focused, market-sensing, and competitor-driven perspective. Learn how the fundamentals of strategic thought -- such as the resource-based view and market orientation -- can inform decisions to enter new markets, be market driven, drive markets, position brands, and create and measure customer value. Lessons will be delivered through a combination of texts, case

studies, marketing metrics exercises, videos, and applied projects. *Prerequisite: MKT 501 or equivalent.*

MKT 602 Promotional Strategy (3 credits)

Breaking through the "clutter" to gain the customer's attention is a never-ending challenge. An inclusive review of the various elements of Integrated Marketing Communications and how they are used to successfully engage the target audience. Special emphasis is placed on media selection, the creative process, promotion planning and the allocation of resources as promotional tools. *Prerequisite: MKT 550.*

MKT 603 Strategic Marketing Management (3 credits)

This course features the integration and application of marketing concepts, tools and techniques to the analysis of marketing problems/opportunities using a case study format. The course may include development of a comprehensive marketing plan for a product or service. *Prerequisite: MKT 550.*

MKT 604 International Marketing (3 credits)

Marketing is going global at a rapid pace. A multi-faceted study of the concepts, methods and challenges of conducting business in international markets. The economic, political, cultural and geographical factors affecting multinational marketers are addressed from the perspective of various stakeholders including customers, exporters and local businesses. *Prerequisite: MKT 550.*

MKT 605 Research in Marketing (3 credits)

Today's marketers need to expand beyond conceptual marketing and embrace new sources of information and technology using marketing research, data mining and computer decision models to make marketing decisions. In this course, we integrate concepts, analytic marketing techniques and a software toolkit to train the new generation of marketers to become successful marketing managers.

Prerequisite: MKT 550.

MKT 606 Consumer Behavior (3 credits)

Marketing begins and ends with the customer, from determining customers' needs and wants to providing customer satisfaction and maintaining customer relationships. This course highlights major consumer behavior models, current research on consumer behavior, and the socio-cultural

issues that influence consumers with the goal of understanding how they can be used to improve marketing decision-making. *Prerequisite: MKT 550.*

MKT 607 The Business of Sports (3 credits)

A look at professional and college sports as big business including league structure; ownership and franchise values; sources of revenue; sports media; labor issues; competitive balance; and the economic and financial aspects of college athletic departments. *Prerequisite: MKT 550.*

MKT 608 Marketing and Social Media (3 credits)

Technology has changed the way we learn, communicate, forge relationships and shop. In this class, you will learn how to build a great brand using digital tools such as social networking, blogging virtual worlds, podcasting and mobile applications. *Prerequisite: MKT 550*

MKT 609 Marketing Analytics (3 credits)

This application-oriented course introduces quantitative analytic concepts that can inform marketing decisions, assess marketing performance, and detail return on marketing investment. Using spreadsheets, data mining and computer-based models, students will learn how to determine market size and share, identify segments and positioning characteristics, interpret surveys, understand cost and pricing, and optimize distribution. *Prerequisite MKT 550*

MKT 612 Global Cultures and Consumers (3 credits)

This course examines the basic concepts and principles in consumer behavior with the goal of understanding how these ideas can be used in marketing decision making. It approaches these phenomena within a global framework that emphasizes the importance of the cultural dynamics that influence the meaning of consumption and of consumer behavior around the world. *Prerequisites: MKT 501 or equivalent and permission of Program Director.*

MKT 613 International Channel Management (3 credits)

An introduction to cycle of goods (the Channels) from the starting point of sourcing through to payment by the end-user, with a strong focus on the international aspects of moving goods. These core processes involve the traditional functional boundaries and encompass important activities such as information management; inventory flow scheduling and control; logistics-production

coordination; international transportation systems operation and infrastructure; and customer service, order fulfillment, and distribution facilities management.

Prerequisites: MKT 501 or equivalent and permission of Program Director.

MKT 614 International Marketing Research (3 credits)

This course exposes the student to research methodology, and qualitative and quantitative data analytic methods that can be applied to marketing decisions. It addresses general and contemporary issues in consumer behavior, product development, pricing, promotion, and channels in the international marketing context. *Prerequisite: MKT 501 or equivalent.*

MKT 616 Global Marketing Communications (3 credits)

An inclusive review of the various elements of Integrated Marketing Communications and how they are used to successfully engage customers including advertising, public relations, sales promotion, direct marketing, e-commerce, event planning, and sponsorships. Students will also explore the role of cultural differences, social-political issues, and global communications institutions in helping multinational organizations communicate with target audiences. *Prerequisites MKT 501 or equivalent and permission of Program Director.*

MKT 618 International Product Development and Brand Management (3 credits)

This course is designed to emphasize the interdisciplinary nature of complex problems in developing and marketing products and services. Students will be exposed to a variety of planning concepts and tools that are available to managers to assist with the creation and management of products and services for the international market. In addition, this course examines brand equity and brand management from a global perspective. *Prerequisites: MKT 501 or equivalent and permission of Program Director.*

MKT 650 Marketing Study Tour (3 credits)

A specially designed international tour to varying countries which offers students a unique opportunity to study international business and develop a better understanding of the global marketing environment—its dimensions, participants, trends and opportunities. Students will also experience the heritage, ambiance, and

excitement of the world's great countries and cities.
Prerequisites: MKT 550 and permission of Program Director.

MKT 770 International Marketing Study Tour (3 credits)

This is a specially designed tour to varying locations which offered students a unique opportunity to study international marketing and develop a better understanding of the global marketing environment: its dimensions, participants, trends, and opportunities. Students will also experience the cultural heritage, ambiance, and excitement of the world's great countries and cities. *Prerequisite: MKT 501 or equivalent and admission to the M.S. in International Marketing Program or permission of instructor.*

Cross Functional Capstone

MGT 789 Global Business Strategy Simulation (3 credits)

This course deals with the strategic management of firms that operate in a global environment. It is the capstone class of the online professional MBA and allows you to integrate your previous learning across business disciplines. The course will focus on applying knowledge in a dynamic global setting. It utilizes a strategy simulation software-based game within which teams create virtual firms and compete in a simulated industry. *Prerequisites: Completion of all foundation core courses and eight or more 545 and above level core and concentration area courses.*

MGT 795 Global Business Strategy (3 credits)

The capstone course is designed to provide the student with knowledge of the strategic management and organizational policy processes. This course provides the opportunity to apply this knowledge by practicing strategic decision-making and by formulating policy through the use of cases with a focus on globalized firms. This course is usually taken in the last semester of study. *Prerequisites: Completion of all foundation core courses, eight or more 545 and above level core and concentration area courses and permission of the Program Director.*

MGT 796 Strategic Management of Healthcare Organizations (3 credits)

This course is the capstone experience for students selecting the health and medical administration specialization. This course provides the healthcare students with knowledge regarding the formulation and implementation of organizational strategy and

business policy processes focused on the healthcare system/industry. Students will be required to apply strategic management principles through the analysis of cases and the health care industry environment. This course is usually taken in the last semester of study. *Prerequisites: Completion of all foundation courses and eight advanced core and healthcare concentration*