

# COLLEGE OF BUSINESS ADMINISTRATION

## Goals and Benefits

Niagara University's graduate programs within the College of Business Administration are internationally accredited by the AACSB, the most prestigious international accreditation that can be earned by business schools. The graduate programs are designed for students and professionals who wish to pursue careers in business or related fields. Two graduate programs are offered:

- the Master of Business Administration (MBA)
- the Master of Science in Finance (M.S.F.)

## Convenience and Flexibility

Classes can be taken on Saturdays from 9 a.m.–5 p.m. or weekdays in the evening. Saturday classes operate on a five-week accelerated basis. Evening classes meet once a week for semester-long blocks. An online option is also available for students who prefer to take classes off campus. Depending upon qualifications and background, the graduate programs can be completed in as few as 12–16 months. This flexibility of class times and format, along with our superior faculty and facilities, makes our graduate business programs the preferred choice.

## Admission Requirements

1. Interested candidates are invited to apply at <https://gradbusiness.niagara.edu> (<https://gradbusiness.niagara.edu/>)
2. Official transcripts of all previous college and university work, to be sent directly by the registrar of each institution;
3. Two letters of recommendation, to be sent directly by persons who know your ability to complete the MBA degree program;
4. Scores on the Graduate Management Admission Test (GMAT) sent directly by the testing service. Students with a GPA of 3.0 or above are not required to submit their GMAT results;
5. Nonnative English speakers seeking admission to Niagara university must verify their proficiency in English by taking the Test of English as a Foreign Language (TOEFL). A TOEFL score of 550 (paper exam) or 79+ (internet exam) is acceptable for the College of Business Administration. Other proficiency examinations may also be considered.

## Satisfactory Academic Progress, Warning, Probation, Dismissal

To graduate with a graduate degree from the College of Business Administration, a student must earn a 3.0 quality point average (QPA). The student's progress is evaluated regularly to ensure that this standard is met. There are three levels of admonitions to inform the student if they are falling below the standard. These are

1. Warning
2. Probation
3. Dismissal

### Warning

Warning is defined as failing to achieve an acceptable level of academic performance. Any student who has taken between 12 and 21 credit

hours and who fails to achieve a 3.0 quality point average is placed on warning. This alerts the student at an early stage that academic progress is deficient and improvement to meet the overall Q.P.A. requirement is necessary.

### Probation

Probation is a more serious condition than warning. Students who have taken at least 24 credit hours and fail to achieve a 3.0 Q.P.A. are placed on probation. A student on probation will face dismissal if academic performance does not immediately improve. Performance levels will be set for an MBA student placed on probation.

### Dismissal

Dismissal is a separation from the graduate program within the College of Business Administration. This occurs when a student's academic performance is no longer acceptable. A student is dismissed from the graduate program if, after completing 27 or more credit hours, a quality point average of at least 3.0 has not been achieved.

Graduate students are dismissed if their QPA is less than or equal to the following values: (assures 51 credit hours must be completed)

Sem. Hours Completed	Q.P.A.
27	2.50
30	2.61
33	2.70
36	2.77
39	2.85
42	2.88
45	2.93
48	2.97

## Master of Business Administration (MBA)

The MBA program delivers the high-impact learning and analytical skills required for career success. The MBA program serves students who wish to take courses on a full-time basis, managers who desire a part-time curriculum as they further advance their careers, and executives who may desire a more personalized online approach. Regardless of career goals, the Niagara University MBA:

- Prepares you for leadership in your career by providing top-level management training with current technology in state-of-the-art facilities.
- Equips you to be successful in the business and world communities by developing leadership, communication, and interpersonal skills with a focus on ethical decision-making.
- Positions you for global success by providing a global and integrative perspective of business through relevant, real-world applications.
- Offers a suite of specialized learning opportunities including trade visits to China, new product commercialization, and advanced portfolio management.
- Introduces a global alumni and stakeholder network of executives and businesses for success in the global economy.

## A Wealth of Concentrations

Students can pursue either a general MBA by selecting courses that best fit their unique needs or pursue specialized concentrations in the areas of:

- Accounting
- Finance
- Global Business and Supply Chain Management (GBSCM)
- Strategic Management
- Strategic Management Online
- Strategic Marketing
- Human Resource Management
- International Business
- Healthcare Administration

## Master of Science in Finance (M.S.F.)

The master of science in finance provides students with rigorous advanced study in the areas of corporate finance, investments, and financial risk management.

The program consists of fourteen courses (including four foundation courses) and can be completed within a one-year period by attending evening and Saturday classes. Seven required core courses provide a thorough foundation in the field of finance; the remaining three courses allow students select from distinct tracks based on the desired career path.

Students completing the program are qualified to work in banking, investment management, consulting, and financial planning.

## Programs of Study

Both the MBA and the MSF programs require that students have a baccalaureate degree. Candidates for these degrees must complete the majority of the credit hours through Niagara University. A maximum of six credit hours at the 600 level may be used as transfer credit from another accredited graduate program

Prior to the initial registration for courses, students should request a meeting with the director of their respective program. Advisement is available through the College of Business Administration's Office of Graduate Studies, Academic Complex, Suite 222.

## Courses

### Accounting

#### ACC 505 – Financial and Management Accounting (VAU) (3 credits)

This course covers fundamental concepts and procedures of financial and management accounting for business decisions. Financial accounting provides information primarily for external decision makers such as investors, creditors, suppliers, and government agencies. Management accounting serves the needs of managers to fulfill organizational objectives. Case studies will illustrate accounting and ethical issues. Topics include generally accepted accounting principles, international accounting standards, financial accounting procedures, financial reporting, inventory and depreciation methods, and cost analysis.

#### ACC 601 – Strategic Accounting Analysis and (VAU) (3 credits)

*Prerequisite Take ACC\*505 or UG equivalents*

An advanced core course in strategic accounting which focuses on the interpretation and analysis of accounting information for business decisions. Case studies will be used to illustrate strategic decision processes. International accounting issues will be addressed. Topics include financial statement analysis, cash flow, case studies in budgeting, total quality management, activity-based management, target costing, job-order cost systems, cost allocation methods, and variable costing.

#### ACC 602 – Advanced Business Tax Strategy (VAU) (3 credits)

*Prerequisite Must have taken ACC\*505;*

This course begins with an overview of business taxation in the United States, and international tax planning issues. This foundation serves as a basis for the development of business tax strategies for successful competition in the global marketplace. Research and case studies of international tax issues are explored. Topics include tax planning and administration, choice and tax implications of business entities, international tax principles, wealth management, and ethical issues.

#### ACC 603 – Advanced Accounting Theory (VAU) (3 credits)

*Prerequisite Must have taken ACC\*505 and ACC\*601;*

This course explores the underlying concepts of financial accounting theory and its application to current accounting practice. Standards of the U.S. Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB) are emphasized. Topics include the conceptual framework of accounting, financial accounting and reporting standards, and the rationale for generally accepted accounting standards. Research into the development of accounting theory is included.

#### ACC 604 – Advanced Auditing (VAU) (3 credits)

*Prerequisite Take ACC\*505 ACC\*601*

An advanced course in audit theory and practice, covering auditing concepts and procedures, audit research, computer auditing, and Securities Exchange Commission (SEC) audits. Computerized audit problems and case studies illustrate audit concepts and practice.

#### ACC 605 – Internal Controls (3 credits)

The course expands students' basic knowledge of Internal Controls, using the COSO framework as a guide. Areas covered are risk assessments, the control environment, control activities, obtaining evidence and testing, conducting interviews and specific reporting requirements. There will be hands-on experience through case work and real-world internal control assessments.

#### ACC 606 – Governmental and Non Profit Accounting (3 credits)

*Prerequisite ACC\*505*

A study of the special features of accounting and financial reporting for governmental and not-for-profit entities including state and local governments, healthcare entities, universities and colleges, public schools, voluntary health and welfare organizations, and other not-for-profit entities.

#### ACC 607 – Appl Accounting Info Systems & Analytics (3 credits)

This course covers the conceptual foundations that accounting builds upon as an information system to analyze, record, summarize and report business activities, the control of the accounting information system, and accounting data analytics. Students are required to complete a variety of applied information systems projects that will give them hands-on experience with enterprise resources planning, internal control over financial reporting, and accounting data analytics and visualization.

**ACC 614 – Topics: (3 credits)****ACC 619 – Integrated Studies in Accounting I (VAU) (3 credits)**

This course is intended to provide learners with insight into the advanced application of management theory, management accounting, and IFRS. Topics include performance management, business modeling, advanced management accounting, and IFRS. Using the case study method, the strategic implications of these topics will be explored, allowing students to prepare for either of the CPS Canada (Ontario) or CGMA professional accounting exams.

**ACC 650 – International Accounting (3 credits)**

The growth of international business has influenced the way business and accounting are conducted in every country. This course prepares students to operate more effectively in a global business environment. Students will develop a sensitivity to the diversity of accounting standards and reporting practices in the global business community. Group projects, research paper, and case discussions included. Recommended for all students interested in international business.

**ACC 664 – Fin & Man Accounting in Healthcare (VAU) (3 credits)**

*Prerequisite ACC\*601*

Healthcare institutions, both profit and not-for-profit, are under significant pressure to contain costs and improve the quality of services and products. Today's complex environment places greater emphasis on the financial implications of both managerial and clinical decisions. This course is intended to provide students with an understanding of the principles and theory of both managerial accounting and financial management in healthcare organizations. On completion, students will also have a good overview of the current and historical healthcare financial issues.

**ACC 674 – Income Tax Planning (3 credits)**

This course focuses on federal income tax principles along with current law and practice by concentrating its impact on financial planning. The primary context will be individuals, couples, families, estates, and trusts. It will examine these primary beneficiaries in their role as investors, employees, and business owners. This course is intended to provide coverage of required topics under the current topic list of the Certified Financial Planner Board of Standards (CFP).

**ACC 682 – Topic: (3 credits)****ACC 683 – MBA Accounting Co-Op/Internship (6.00 credits)**

An advanced-level elective course providing relevant paid employment experience. The objective of the course is to integrate classroom theory and practical work experience for students not fully employed. The student must work full time in an approved work environment for either the fall or spring semester or an equivalent number of hours in the summer.

**ACC 685 – CPA Research Strategy & Planning (VAU) (3.00 credits)**

This course is designed to give students a comprehensive review of the advanced topics in auditing and attestation; the general business environment; regulation, including tax and business law; and financial accounting and reporting. The course is intended for students who plan to pursue a career in public accounting. Students are required to complete CPA exam practice problems according to a rigorous schedule. Instructors will lecture on research methods, contemporary accounting issues, and strategies for passing the CPA exam. A fee is required for a user license for a CPA exam review program.

**ACC 723 – Intermediate Accounting I (3 credits)**

*Prerequisite ACC\*505*

A comprehensive study of the preparation and use of financial reports for business decisions and the role of accounting standards in the international business community. Activities that may be included in the course are ethical issues in business decision, financial information on the internet, research papers, group projects, class presentations, and computer spreadsheets.

**ACC 724 – Intermediate Accounting II (3 credits)**

*Prerequisite ACC\*723*

A comprehensive study of the preparation and use of financial reports for business decisions and the role of accounting standards in the international business community. Activities that may be included in the course are ethical issues in business decision, financial information on the internet, research papers, group projects, class presentations, and computer spreadsheets.

**ACC 735 – Cost Management Systems (3 credits)**

*Prerequisite ACC\*505*

A study of the design and use of modern cost management systems. Topics include product costing, activity-based costing and management, profit planning, performance measurement, and strategic decision making and control. Computer applications, a writing component, and group projects included.

**ACC 736 – Advanced Accounting (3 credits)**

*Prerequisite ACC\*724*

A study of the special accounting information needs of the various forms of accounting entities, whether large or small, public or private, profit or nonprofit. Topics include business combinations, multinational corporations, segment reporting, partnership accounting, bankruptcy, and estates and trusts. Computer applications included.

**ACC 746 – Auditing (3 credits)**

*Prerequisite ACC\*724*

A study of the theory and practice of auditing. The primary focus is on audits of the financial statements performed by independent accountants. Auditing integrates accounting standards and practices, legal liability for public accountants, and ethical expectations as prescribed in the AICPA Code of Professional Conduct, culminating in the examination of audit evidence and preparation of the auditor's report. Computer applications and group projects are included.

**ACC 747 – Tax I (3 credits)**

*Prerequisite ACC\*724*

A conceptual study of United States federal income taxation. The current income tax code as it relates to individuals, corporations, partnerships, and other taxable entities is introduced. Practical tax problems are reviewed to demonstrate the proper application of the tax code, current issues in tax accounting and tax planning are considered. Computer applications included.

## Economics

### ECO 525 – Economics for Managers (VAU) (3 credits)

This course covers the basic tools of economic analysis. The microeconomic component of the course examines decision making by the individual economic unit, addressing such topics as demand and supply, price and output determination, cost behavior, profit maximization, and competition. The macroeconomic component examines models to explain: national output, inflation, and unemployment; and how fiscal and monetary policies stabilize the economy.

### ECO 621 – Global Economic Perspective (3 credits)

*Prerequisite Must have taken MBA\*521 and MBA\*522;*

This course examines the interdependence of economies to explain macroeconomic developments in a global context. Models are developed to explain Gross Domestic Product, unemployment, inflation, interest rates, exchange rates, and how economic policy at the national level is impacted by economic policy and economic conditions abroad. This course examines capital markets, foreign exchange markets, and labor markets in both a national and international context. Case studies and current economic developments are examined in a global perspective.

### ECO 640 – Econometrics (VAU) (3 credits)

*Prerequisite Must have taken ECO\*525 and MGT\*515*

The objective of this course is to prepare students for empirical work in economics. Specifically, topics covered will include basic data analysis, regression analysis, testing and forecasting. Students are provided the opportunity to use economic data to test economic theories. We will utilize computer software in all facets of our approach. This is believed to be a more applied course, ultimately knowing the limits of software packages and what theories mean for empirical analysis will be stressed.

## Finance

### FIN 610 – Financial Management (VAU) (3 credits)

*Prerequisite Take ACC 505 and ECO 525 or UG equivalents*

This course examines important issues in corporate finance from the perspective of financial managers who are responsible for making significant investment and financial decisions. Topics covered will include financial statement analysis, discounted cash flow valuation, capital budgeting, pricing bonds and stocks, capital asset pricing model, cost of capital and capital structure.

### FIN 615 – Valuation & Financial Modeling (VAU) (3 credits)

*Prerequisite Take FIN 610 or UG equivalent*

This course focuses on how assets, securities, and firms are valued in capital markets. We broaden the valuation techniques developed in financial principles classes and apply these methods to a range of financial data and assets. The course provides skills in valuation modelling used in other finance courses.

### FIN 643 – Corporate Financial Policy (VAU) (3 credits)

*Prerequisite Take FIN 610*

This course focuses on the financial decisions. The course will include cases that illustrate different real-world financial situations faced by corporations. This course should help prepare students for careers in commercial and investment banking, corporate financial management, as well as more general business careers that have a substantial finance component. Topics covered will include capital structure, payout policy, security issues, mergers and acquisitions, and risk management.

### FIN 644 – Investments (VAU) (3 credits)

*Prerequisite Take FIN\*610*

This course is designed to teach the principles of financial decision-making and the investment process. Key topics covered include financial markets and instruments, portfolio theory, efficient market hypothesis, valuation of equity and fixed-income securities, and derivatives.

### FIN 645 – International Finance (VAU) (3 credits)

*Prerequisite Take FIN 610*

This course provides the student with theoretical and practical knowledge of the international financial markets and financial management of multinational corporations. Key topics covered include foreign exchange theory and markets, the management of foreign exchange exposure, international investment, and global financing decisions.

### FIN 671 – Insurance & Risk Management (3 credits)

*Prerequisite Take FIN 610*

This course introduces students to risk management and insurance decisions in personal financial planning. Topics include insurance for life, health, disability, property and liability risk, as well as annuities, group insurance and long term care. This course is intended to provide coverage of required topics under the current topic list of the Certified Financial Planner Board of Standards (CFP).

### FIN 672 – Retirement Planning (3 credits)

*Prerequisite Take FIN 610*

This course will include the importance of retirement planning, how to prepare an analysis of client's needs, an understanding of the Social Security and Medicare, as well as qualified and non-qualified retirement plans. This course is intended to provide coverage of required topics under the current topic list of the Certified Financial Planner Board of Standards (CFP).

### FIN 673 – Estate Planning (3 credits)

*Prerequisite Take FIN 610*

This course focuses on the efficient conservation and transfer of wealth consistent with a client's goals and situation. It is the study of the legal, tax, financial and nonfinancial aspects of this process, covering such topics as trusts, wills, probate, advanced directives, charitable giving, wealth transfer and related taxes. This course is intended to provide coverage of required topics under the current topic list of the Certified Financial Planner Board of Standards (CFP).

### FIN 678 – Cases/In/Pers Fin Planning (3 credits)

*Prerequisite Take FIN 610*

This course is an examination of the critical factors involved in determining the optimal allocation between asset classes and investment choices for individual investors. Students study how to prepare a recommended financial plan, with specific recommendations for investments percentages in equity, fixed income, cash, and alternative assets, based on an analysis of client goals, constraints and risk tolerance.



**FIN 681 – Derivative Securities (VAU) (3 credits)***Prerequisite Take FIN 610*

This course is an introduction to the analysis and use of derivative securities, such as options, futures, forwards and swaps. Topics covered will include arbitrage, Binomial and Black Scholes pricing models, hedging, swaps and the increasingly critical role of derivatives in the financial system.

**FIN 682 – Spec Topics in FIN & ECON (6.00 credits)**

This course provides the career-minded student the flexibility to design an individually tailored course of study. Students will, with the concurrence of a faculty adviser, complete a special project intended to improve their employment opportunities. This may be an individualized program of study, a supervised consultation project with a government, not-for-profit, or business organization, or some other learning experience salient to the student's career goals.

**FIN 683 – MBA Co-Op in Finance (6.00 credits)**

An advanced-level elective course providing relevant paid employment experience. The objective of the course is to integrate classroom theory and practical work experience for students not fully employed. The student must work full time in an approved work environment for either the fall or spring semester or an equivalent number of hours in the summer.

**FIN 685 – Fixed Income Securities (VAU) (3 credits)***Prerequisite Take FIN 610*

This course develops an understanding of all aspects of fixed income securities investing, including trading, valuation, portfolio strategy, and risk management. It covers the analysis of fixed income securities including bonds, bonds with embedded options, structured credit products, and asset backed securities. In addition, real estate investment is reviewed.

**FIN 686 – Management of Financial Institutions (VAU) (3 credits)***Prerequisite Take FIN 610*

This course is a comprehensive review of the structure, function and operation of financial institutions. Its focus is primarily with commercial banks, savings banks, investment banks, hedge funds, insurance companies and investment management firms. The course has a special emphasis on identifying, quantifying and managing the risks faced by each of these organizations, including interest rate risk, credit risk, liquidity risk, market risk and foreign exchange risk. For each of these risks specific tools and techniques to manage these risks are examined and tested, such as asset liability matching, securitization, forwards, futures, swaps, caps, floors and collars.

**FIN 687 – Securities Trading (3 credits)***Prerequisite TAKE FIN 644*

An applied course that covers securities trading strategies. It encompasses various asset classes, including equities, fixed income, and options. Throughout the course, students will explore a wide range of trading strategies specific to each of these asset classes.

**FIN 689 – CFA Exam Review (3 credits)***Prerequisite Must have taken either FIN 643 and FIN 644, or FIN 340 and*

A review course for those intending to sit for the CFA Level 1 Exam. Topics include ethical and professional standards, applied quantitative methods, financial statement analysis, portfolio management, fixed income and equity analysis, and derivatives. These topics correspond to the materials covered in the CFA Society's Level 1 Exam Curriculum.

**FIN 690 – Applied Portfolio Management (VAU) (3 credits)***Prerequisite Take FIN 610 and FIN 644*

This course blends theoretical concepts of equity analysis and portfolio management with practical experience in running the Monteagle Fund, Niagara University's student-run investment fund. Students conduct analysis of potential stock investments and monitor existing portfolio holdings.

**FIN 691 – Research in Finance (3 credits)***Prerequisite Take ECO 640*

This course focuses on empirical research in finance. Students are introduced to literature, databases, and quantitative methods used in empirical finance. Completing an independent research paper under the guidance of a faculty member is required.

**Management****MGT 515 – Analysis of Quantitative Data (VAU) (3 credits)**

The course focuses on: (1) graphical and arithmetical description of data; (2) the use of computer software in solving statistical problems; (3) the theory of probability; (4) probability distributions and sampling distributions; and (5) estimation and hypothesis testing.

**MGT 565 – Communications for Executives (VAU) (3 credits)**

An examination of the process of communication within the business enterprise and an analysis of its basic components. The presentation will include report writing, meeting leadership skills, and effective speaking and listening skills. All this is done within the appropriate technological framework, including PowerPoint and associated software.

**MGT 570 – Management Principles (VAU) (3 credits)**

An introduction to the theory and practice of management. Instruction in the managerial functions of planning, organizing, leading and controlling draws from many disciplines in the social and behavioral sciences. This course examines management from various theoretical perspectives stressing application to the real world and using case studies. Topics studied include theories of management, decision making, leadership, communication, motivation, group dynamics, organizational design and strategic planning.

**MGT 611 – Decision Modeling & Analytics (VAU) (3 credits)***Prerequisite Take MGT\*515 or equivalent UG courses.*

This course stresses practical applications of predictive and prescriptive models in making business decisions, turning information into action. Topics covered include various regression and classification methods (linear, logistic, KNN, CART, ANN, cluster analysis), optimization with risk (EV/EU) and constraints (LP/IP/NLP), and Monte Carlo simulation. Student will apply these methods to solve realistic business problems.

**MGT 639 – Project Management (3 credits)***Prerequisite FIN\*641*

This course covers the concepts, issues and approaches that are important in effectively managing projects in a wide range of business situations. Topics include project selection, project planning and control, negotiation, budgeting, scheduling resource allocation, performance auditing and project termination. Topics are covered from managerial and implementation perspectives.

**MGT 640 – User Experience Marketing (3 credits)**

A survey and analysis of user experience (UX) in marketing, which reflects how a product, service, application, or interface behaves across touchpoints to meet strategic marketing goals and outcomes.

**MGT 651 – Strategic MIS (VAU) (3 credits)**

This course provides knowledge of how information technology impacts effective management activities, especially in the area of strategic decision making. Topics include organizational information system design, management control of information technology, strategic and competitive aspects of information technology, social issues, and the globalization of information technology.

**MGT 654 – Global Sourcing & Risk Mgt (VAU) (3 credits)**

The widespread practice of purchasing finished goods, parts and supplies from all regions of the world creates inherent complexity and risks. This course addresses how to manage these challenges through supplier and global sourcing strategies, logistics partner selection, quality assurance, and the understanding of INCOTERMS and instruments of international payment to manage risk and accurately determine landed costs. Understanding government regulations, sustainability issues, differing language, social, legal, and ethical issues across cultures are also topics.

**MGT 655 – Global Transportation Systems (VAU) (3 credits)**

*Prerequisite Take MGT 674*

This course focuses on global transportation systems that are essential to international trade including air freight, ocean freighters, containerships and cross-border transport in North America. Topics will include pricing, security, distribution strategies, and how to utilize third party logistics providers of international services. Important current issues related to regulation, domestic security, the environment, energy usage, and risks to transportation in politically unstable regions are discussed.

**MGT 670 – People in Organizations (VAU) (3 credits)**

*Prerequisite Take MGT\*570*

This course focuses on human behavior for the purposes of increasing the effectiveness of employees, managers and organizations. The course addresses individual, group, and organizational factors, such as personality, motivation, teamwork, leadership, organizational culture and change, and how they impact one another and the organization.

**MGT 672 – Creative Problem Solving (3 credits)**

Edward deBono said: Creative thinking is not a talent, it is a skill that can be learnt. It empowers people by adding strength to their natural abilities which improves teamwork, productivity and where appropriate, profits. This course builds on this by exploring design thinking and other tools to creatively address organizational problems.

**MGT 673 – Productions and Operation Management (VAU) (3 credits)**

*Prerequisite Take MGT\*515*

This course provides a management overview of the planning, coordinating and executing of all activities that create goods and services. Topics include productivity, demand and capacity planning, quality measurement systems, network analysis, supply chain interface and production-related information technologies.

**MGT 674 – Strategic Supply Chain Management (VAU) (3 credits)**

*Prerequisite Take MGT\*515*

This course is designed to view the supply chain from a strategic perspective so that purchasing, materials management, and transportation logistics can be leveraged for competitive advantage. Specific topics include supply chain re-engineering, improving customer service, inventory management, outsourcing, supplier certification, supplier/buyer ethical considerations, and global procurement issues.

**MGT 675 – Strategic Human Resource Management (VAU) (3 credits)**

*Prerequisite Take MGT\*570 and MGT\*670;*

The course studies human resource practices and their impact on firms competitive advantage and corporate structure. This nexus is specifically studied as it relates to costing human resources, environmental scanning, mergers and acquisitions, and the internationalization of HRM. The importance of human resource planning to strategic choice, staffing, compensating, and employee and labor relations is also addressed. The student is taught skills for maximizing firm objectives via appropriate human resource practices.

**MGT 676 – International Management (VAU) (3 credits)**

*Prerequisite Take MGT\*570;*

An overview of the concepts, institutions, and policies that influence international business. The course evaluates the importance of economic, sociocultural, political, and legal variables of operating in a global marketplace. In addition, the course examines structures, leadership styles, motivation strategies, and communication channels appropriate for the transnational firm. Topics include developing economies, entrepreneurship, regional trading blocs, international human resource management, and the shift from planned to market-based economies.

**MGT 677 – Organizational Development (VAU) (3 credits)**

*Prerequisite Take MGT\*570 MGT\*670*

This course considers organizational development as a process of change to improve an organizations problem-solving skills, creativity, innovation, and its overall effectiveness within a changing and complex environment. Students will study intervention strategies to help individuals and organizations achieve their goals.

**MGT 678 – Labor and Industrial Relations (3 credits)**

*Prerequisite Take MGT\*570 and MGT\*670;*

This course provides a survey of industrial relations issues confronting employees, management and the economy. A sample of topics includes the history, development, structures and process of the labor unions, collective bargaining, and legal and societal issues.

**MGT 679 – Data & KM in Digital Econ (3 credits)**

This course will build on the problem solving, data manipulation skills, and associated analytics to turn information into competitive knowledge to enable business people to compete effectively in the digital data environment. This course is focused on developing and applying the skills to turn data into information. Students will translate real-world problems into forms where digital technology and resources can provide problem solving assistance and insight.

**MGT 681 – Study Abroad (3 credits)**

*Prerequisite:* permission of the MBA director Insight into the operation of business in a global context is obtained through traveling overseas where students attend classes/seminars at institutions associated with the university. Living and studying in another land provides first-hand insight into foreign ideas, concepts, institutions, and policies that shape the operation of firms engaged in international business. The educational experience is enhanced via exposure to other cultures, histories, languages and peoples. The student is required to not only study, but also to live, work and play in a foreign environment. - three semester hours

**MGT 682 – Topic: (3 credits)**

**MGT 683 – MBA Co-op (6.00 credits)**

An advanced-level elective course providing relevant paid employment experience. The objective of the course is to integrate classroom theory and practical work experience for students not fully employed. The student must work full time in an approved work environment for either the fall or spring semester or an equivalent number of hours in the summer. MBA director permission required.

**MGT 684 – Special Topics Part II (3 credits)**

*Prerequisite Take MPH\*682;*

This course provides the career-minded student a second opportunity to design an individually tailored course of study. Students will, under the guidance of a faculty adviser, complete or continue a special project intended to improve their employment opportunities. This may be an individualized program of study, a supervised consultation project with a government, not-for-profit or business organization, or some other learning experience salient to the student's career goals.

**MGT 691 – Business Research Strategy and Planning (3 credits)**

*Prerequisite MUST HAVE 33 COMPLETED CREDITS, WHICH INCLUDES THE 18*

This capstone course synthesizes the knowledge gained in the functional areas of the firm to enable the student to formulate business decisions and policies. The course uses techniques of research developed throughout the program to analyze comprehensive business problems. A major component of the course is a special project requiring a practical exercise in strategic planning.

**Marketing****MKG 631 – Strategic Marketing (VAU) (3 credits)**

This advanced marketing course aims to avail the students with marketing tools and concepts to engage in strategic marketing planning. Students learn about the marketing concept, value creation and the development, implementation and control of the strategic plan.

**MKG 632 – Communication Strategy (VAU) (3 credits)**

*Prerequisite Take MKG\*631*

Products are crucial to the achievement of strategic objectives within the organization and they can and should be managed to optimize their performance. This course is designed to avail students of the best approaches to marketing management decisions in the areas of product management, product development and integrated marketing communication.

**MKG 633 – Marketing Engineering (VAU) (3 credits)**

*Prerequisite Take MKG\*631*

This class integrates concepts, analytic marketing techniques, marketing models, and computer decision models in making marketing management decisions. It applies marketing science methodologies to areas of product strategy, integrated marketing communication, sales force and channel design, consumer choice, and pricing strategy using a hands-on, case-study approach to learning.

**MKG 634 – Global Marketing (VAU) (3 credits)**

*Prerequisite Take MKG\*631*

This course aims to provide an understanding of the issues, contextual factors, mechanisms and organizational processes central to successfully establishing and maintaining an effective global marketing strategy. It aims to provide students with opportunities to enhance their strategic decision-making skills for global market success.

**MKG 636 – Digital Analytics (3 credits)**

*Prerequisite Take MGT\*515*

This course focuses on the metrics, process, and strategy of digital transformation. Key topics include digital engagement, personalization, storytelling, and omni-channel strategy. Students also complete industry digital-marketing certifications. For the capstone project, students deploy and measure the success of social media and search marketing campaigns for a real firm.

**MKG 637 – Social Media Marketing (3 credits)**

*Prerequisite Take MKG\*631*

This course introduces key elements of social media marketing including content marketing, metrics, planning, social advertising, advocacy, listening, monitoring, and KPIs. Students complete a content analysis of competing firms across social networks, run experiments across social advertising campaigns for a client, and submit a portfolio of social advertising creative.

**MKG 638 – Big Data Analytics (3 credits)**

*Prerequisite Take MGT\*515*

This course introduces analytical approaches to data mining, AI, data platforms, marketing process modeling, and application interface tools for big data. Students become well versed in analytical software including IBM Modeler, Watson, R, Google Data Studio, Swagger, Bizagi, and others used in big data marketing strategy.

**MKG 639 – Content Marketing (3 credits)**

A survey and analysis of the creation, deployment, and management of content in marketing strategy and tactics.

**MKG 641 – Marketing Interface Design (3 credits)**

This course introduces theory and approaches in the creation of digital interfaces with a focus on Material Design, which is a leading component-based design architecture.

**MKG 681 – Global Trade Mission: (3 credits)**

Insight into the operation of business in a global context is obtained through traveling overseas where students attend classes/seminars at institutions associated with the university. Living and studying in another land provides first-hand insight into foreign ideas, concepts, institutions, and policies that shape the operation of firms engaged in international business. The educational experience is enhanced via exposure to other cultures, histories, languages and peoples. The student is required to not only study, but also to live, work and play in a foreign environment.

**MKG 682 – Topic: (6.00 credits)**

This course provides the career-minded student the flexibility to design an individually tailored course of study. Students will, with the concurrence of a faculty adviser, complete a special project intended to improve their employment opportunities. This may be an individualized program of study, a supervised consultation project with a government, not-for-profit, or business organization, or some other learning experience salient to the student's career goals.

**MKG 683 – MBA Co-Op in MKG (6.00 credits)**

An advanced-level elective course providing relevant paid employment experience. The objective of the course is to integrate classroom theory and practical work experience for students not fully employed. The student must work full time in an approved work environment for either the fall or spring semester or an equivalent number of hours in the summer.