BUSINESS SYSTEMS AND ANALYTICS, M.S.

Program Description

Business Systems & Analytics (BSA) is the process of transforming data into insights for informed business decision making. Data management, data visualization, predictive modeling, data mining, forecasting, business application programming and modeling, simulation, and optimization are some of the methodologies used in business analytics to create insights from data. The MS program in BSA is designed to reflect an interdisciplinary play between the business analytics fields of Statistics, Operations Research, and Information Systems; and the functional business fields of Accounting, Finance, and Marketing. The program provides students with a practical and theoretical understanding of the latest business analytics tools and technologies for effective and informed problem-solving and decision-making. The emphasis across required MS courses in BSA is on problem formulation, modeling, solution, visualization, and interpretation, and communication of analytical results, as well as the sound application of analytic frameworks and technologies.

The M.S. program is structured in a Hybrid and Online format which allows working professionals greater flexibility and convenience as they move through the program. Courses are delivered in mix of hybrid and fully online courses.

- The hybrid courses are 50% online and 50% in the classroom. By leveraging the latest teaching and learning technologies, the educational experience reflects the ways in which companies operate today. This new approach creates an effective educational experience for working professionals attending as part time students.
- The fully online courses provide working professionals with greater flexibility and convenience as they move through the program. We have developed a learning experience that leverages the latest teaching and learning technologies to deliver an environment to deepen our students' understanding of business and markets, and improve their decision making skills. With the Lasallian emphasis on the value and impact of personalized interactions among professors and classmates, our students are fully engaged in their education.

Mission

School of Business' Mission

Experiential and engaged learning is at the heart of everything we do. We provide excellence in business education through the integration of current business concepts with diverse experiential learning opportunities. As a Catholic Lasallian university, we are committed to the principle that all knowledge is practical and empowering, filled with the capacity to transform lives. Anchored by a foundation which affirms the value of both liberal arts and professional studies, our students are prepared to lead engaged and fulfilling lives marked by a commitment to the common good.

Master of Science in Business Systems and Analytics' Program Mission

The mission of the BSA program is to advance knowledge and promote the use of business analytics and data science for informed and effective problem-solving and decision-making. Through its faculty, curriculum, students, department-sponsored activities, and partnerships with the alumni and business community, the BSA major seeks to provide a value-added experience for students by communicating and demonstrating the importance of and the need for information business analytics and data science knowledge and skills in the workplace.

Program Specific Information

Business education has been part of the La Salle curriculum since its founding in 1863. The School of Business, one of three schools in the University, was established in 1955, and its MBA program began in 1976. As a business school in a Catholic, Lasallian University, students are taught fundamental business knowledge and skills within an ethical framework which emphasizes the primacy and value of human dignity.

STEM Designation

The MS program in BSA meets the requirements of what the Department of Homeland Security considers to be a science, technology, engineering, or mathematics (STEM) field of study. International students who graduate from these programs may be eligible to apply for a 24-month OPT extension.

Admission Deadlines

New students will be admitted each Fall and Spring semester. All application documents must be received one week prior to the start of the term. International student applications should be completed at least two months prior to the dates listed above.

- **Application deadline** - the deadline to complete an application for consideration of admission for a particular term is 2 weeks prior to the start of that term.
- **Documentation deadline** - The deadline to submit all corresponding documentation for admission consideration is two Wednesday's prior to the start of that particular term.
- **Registration deadline** - The deadline to register is the Monday prior to the start of the term.

Admission Requirements

The Admission Committee evaluates each applicant's interest, aptitude, professional experience and prior academic success to assess his/her potential for achievement in graduate business studies. The structure of the La Salle MS in Business Analytics program lends itself to those students with or without an undergraduate degree in business.

Before an applicant will be evaluated, he/she must submit the following information:

- Application (Online)
- Transcript Evaluation (International Students only) - see more information below
- English Language Proficiency Exam (International Students only) - see more information below
- Official transcripts from the college/university from which a bachelor's degree was earned, and, if applicable, Master's degree. Applicants will be notified additional transcripts must be submitted for advising purposes.
- Test scores from the Graduate Management Admission Test (GMAT), or, with permission of the Director, the Graduate Record Examination (GRE).
- Professional resume

English Language Proficiency Exam
International graduate students must submit one of the following English-language proficiency exams:

- TOEFL score of 88 or greater
- IELTS score of 6.5 or greater
- Duolingo score of 105 or greater

Students may be waived from submitting proof of English-language proficiency if they meet one of the following exemptions:

- You have studied in an English-bas curriculum for three or more years.
- You are from a territorial entity where English is an official language.

Transcript Evaluation

We require a course-by-course evaluation completed for any international college courses taken. An evaluation is also needed for any transcripts not provided in English.

We accept evaluations from any member of the National Association of Credential Evaluation Services organization. You can find a list of NACES members here (https://www.naces.org/members/).

Based on prior academic and/or professional success, the admission requirement to take the GMAT/GRE may be waived or deferred. Please see the section below "Waiver of GMAT or GRE".

All documents should be sent to the following:

Office of Graduate Enrollment
La Salle University- Box 826
1900 W. Olney Avenue
Philadelphia, PA 19141
215.951.1100/ Fax 215.951.1462
grad@lasalle.edu

Because each applicant's background and profile is unique, the Admission Committee does not establish specific quantitative minimum requirements for admission; the admission committee's decisions are based on evaluating many factors to determine a student's potential for success in the MS program.

Please refer to the University's Nondiscrimination Policy in the General Reference section of this catalog. Admission is based solely upon an applicant's qualifications.

Waiver of GMAT or GRE Requirement

Applicants that have earned a master's degree or higher from a program accredited in its disciple will be waived from the GMAT or GRE exam requirement. Additionally, applicants with an undergraduate business degree from an AACSB-accredited program who have a minimum overall grade point average of 3.2 or above are not required to complete the GMAT or GRE exam for admission into the program.

The GMAT (or GRE) may be waived for additional applicants at the discretion of the Admission Committee upon reviewing an applicants overall profile.

The GMAT/GRE may be deferred and eventually waived if an applicant has graduated with a 3.0 GPA in any undergraduate discipline and has at least 2 years of business experience. These students are eligible to take up to 12 credits in the program. If the student achieves a B- or better in each course and an overall GPA of 3.3, the GMAT/GRE will be waived.

Degree or Certificate Earned

M.S.

Required for Program Completion

- Courses
    - Between 10 and 12 courses
- Credits
    - Between 30 and 34 Credit Hours
- GPA
    - 3.0

Program Goals

The goal of the BSA program is to advance student knowledge, skills, and competency in developing business analytics and data science solutions that can improve productivity and business performance. In today's information age, professionals entering the marketplace require specialized training and education in problem-solving, creative thinking, analytical skills, organizational skills, technology skills, and communication skills. The BSA program and faculty are committed to developing these competencies through educational and extra-curricular activities.

Student Learning Outcomes

Learning Goal 1: To use analytic methods and information systems tools and technologies to drive effective and data-driven solutions to business problems and decisions.

- Learning Outcome 1.1: Students should be able to perform data analysis using various analytical techniques, interpret results to solve business problems and make informed business decisions.
- Learning Outcome 1.2: Students should be able to use data management tools and technologies to improve organizational support of data-driven solutions to business problems and decisions.
- Learning Outcome 1.3: Students should be able to formulate problems and develop data-driven solutions to business problems and decisions using information systems and analytics tools and technologies.
- Learning Outcome 1.4: Students should be able to identify, formulate, and solve optimization problems, and perform sensitivity analysis and simulation to examine alternative scenarios.

Learning Goal 2: To effectively communicate the results of analytic solutions to business problems and decisions.

- Learning Outcome 2.1: Students should be able to effectively convey, through oral and written communication, the results of analytical solutions to business problems and decisions.
- Learning Outcome 2.2: Students should be able to perform exploratory analysis and design effective reports, visualizations, and dashboards.
- Learning Outcome 2.3: Students should be able to apply data visualization best practices.

Learning Goal 3: To use analytics tools and technologies for effective functional business decision making.

- Learning Outcome 3.1: Students should be able to utilize accounting analytics methods and technologies for financial and managerial accounting problem solving and decision making.
- Learning Outcome 3.2: Students should be able to use financial analytics tools and techniques in business decision making.
- Learning Outcome 3.3: Students should be able to apply marketing analytics tools and metrics to investigate the impact of marketing activities and strategies on business productivity.

Tuition and Fees

Students applying to the full-time program may receive partial scholarships awarded on merit. Students may find the tuition and fee schedule on the Financial Aid website (http://www.lasalle.edu/financialaid/undergraduate-tuition-and-fees/).

Tuition Assistance

There are loan programs available for graduate students. Information about financial aid and the application forms may be obtained from Student Financial Services (https://www.lasalle.edu/financialaid/), La Salle University, Philadelphia, PA 19141 or by calling 215.951.1070.

M.S. Academic Standing and Graduation Requirements

All students in La Salle University's M.S. programs are required to maintain a cumulative scholastic average of 3.0, which translates to an overall G.P.A. equivalent to a B (a B- average is not sufficient). Students whose academic performance falls below this standard are subject to academic review by the Director of the respective M.S. program, and may be required to withdraw from the program, revise their course of study or repeat specific classes.

Students with a cumulative grade point average below 3.0 are automatically in academic jeopardy whether or not they receive written notification of this status, and regardless of the number of credits earned. Students with a G.P.A. below 3.0 should consult with their respective M.S. Director and/or academic advisor to ascertain any potential actions to improve academic success within the program.

To graduate from the M.S. Program at La Salle, students must:

- Have a minimum of a 3.0 G.P.A. overall within the M.S. program,
- Maintain a "C" or better in all the required courses, and
- Receive no more than two grades of "below" a B- in the M.S. program.

Should students:

- Fail a course; they may retake the course by paying the current pertinent tuition. No more than two course retakes are allowed in the M.S. program.
- Complete all required courses, but fall below a 3.0 cumulative G.P.A. requirement, they will not be eligible to graduate. In this case, the students may retake up to two courses to improve their G.P.A. to a 3.0 or higher, as long as the total number of course retakes in the program does not exceed two courses.

In extraordinary circumstances, a student may be permitted to earn one additional "C" or retake one additional course at the program Director's discretion, as long as all other graduation requirements are met.

Academic Requirements

Students must complete between 30 and 34 credits to complete the M.S. degree at La Salle University.

Pre-Program Courses

The **Pre-Program courses** are designed to provide students with a basic and functional knowledge of accounting and finance for managerial decision making and problem-solving. The two two-credit courses may be waived based on a student's academic and professional background.

Business Perspective

The **Business Perspective** courses are designed around a set of core courses in business analytics, marketing, accounting, and finance, enabling students to develop a general understanding and acquire core competencies in business before taking more advanced and technical courses in business systems and analytics.

Data Perspective

The **Data Perspective** courses are designed to teach students the role of data in business analytics by studying data warehousing, data mining, simulation, and optimization. The students also learn to communicate the practical implications of quantitative analyses effectively through data visualizing and dashboarding.

Systems Perspective

The **Systems Perspective** courses are designed to teach students the problem-solving methodology that employs computer programming and scripting. Emphasis is placed on identifying the capabilities and limitations of statistical computing languages for big data. Students will learn skills to solve big data problems by designing the solution logic and formal representation of program specifications using selected high-level languages. The students also learn about systems analysis and structured analysis, and design methodology for complex business systems.

Managerial Perspective

The **Managerial Perspective** course is designed to teach students about the manager's responsibilities for problem-solving and decision making and those areas in which information technology can be used to gain the insight needed to support the selection of decision alternatives. Students learn about the role of data, information, and knowledge in managerial problem solving and decision making.

Code	Title	Credits
Pre-Program courses		
MBA 601	Financial Accounting	2
MBA 602	Financial Markets	2
Business Perspective		
MBA 693	Business Analytics for Informed and Effective Decision Making	3
MKT 730	Strategic Marketing Analytics	3
ACC 731	Accounting Analytics	3
FIN 732	Financial Analytics	3
Data Perspective		
BSA 720	Data Warehousing and Data Mining	3
BSA 730	Optimization and Simulation	3
BSA 740	Data Visualization	3
Systems Perspective		

BSA 700	Business Applications Programming	3
BSA 710	Systems Analysis and Database Design	3
Managerial Perspective		
MBA 820	Information Technology for Decision-Making	3
Total Credits		**34**

Course Sequence

A student's course sequence and timing will be based upon their desired program completion plans. The program can be completed in one or two years.

The M.S. courses are offered in 8-week terms, five times per year. The terms begin in August, October, January, March, and May. New students can enroll in the August or January terms.

One and Two Year Degree Completion Options

Students can complete the program in a full-time capacity by taking 2 courses per 8-week term. The program would be completed in 1 year. Students in the full-time program can take courses fully online or in a hybrid format.

Students can complete the program in a part-time capacity by taking 1 course per 8-week term. The program would be completed in 2 years. Students in the part-time program can take courses fully online or in a hybrid format.

International students residing in the U.S. must take courses on campus.

One-Year Course Sequence for a Fall Start

Course	Title	Credits
First Semester		
Term I (August - October)		
MBA 601	Financial Accounting	2
MBA 693	Business Analytics for Informed and Effective Decision Making	3
BSA 720	Data Warehousing and Data Mining	3
Term II (October - December)		
MKT 730	Strategic Marketing Analytics	3
ACC 731	Accounting Analytics	3
	Credits	**14**
Second Semester		
Term I (January - March)		
MBA 602	Financial Markets	2
MBA 820	Information Technology for Decision-Making	3
BSA 740	Data Visualization	3
Term II (March - May)		
FIN 732	Financial Analytics	3
BSA 710	Systems Analysis and Database Design	3
	Credits	**14**
Third Semester		
Term (May - July)		
BSA 700	Business Applications Programming	3
BSA 730	Optimization and Simulation	3
	Credits	**6**
	Total Credits	**34**

One-Year Course Sequence for a Spring Start

Course	Title	Credits
First Semester		
Term I (January - March)		
MBA 602	Financial Markets	2

MBA 693	Business Analytics for Informed and Effective Decision Making	3
BSA 740	Data Visualization	3
Term II (March - May)		
FIN 732	Financial Analytics	3
BSA 710	Systems Analysis and Database Design	3
	Credits	**14**
Second Semester		
Term (May - July)		
BSA 700	Business Applications Programming	3
BSA 730	Optimization and Simulation	3
	Credits	**6**
Third Semester		
Term I (August - October)		
MBA 601	Financial Accounting	2
MBA 820	Information Technology for Decision-Making	3
BSA 720	Data Warehousing and Data Mining	3
Term II (October - December)		
MKT 730	Strategic Marketing Analytics	3
ACC 731	Accounting Analytics	3
	Credits	**14**
	Total Credits	**34**

Course Descriptions
Accounting

ACC 704 Financial Accounting Theory and Current Practices
This course emphasizes the perspective of preparers of financial statements covering financial statement preparation with an emphasis on the areas of financial accounting that are problematic, including revenue recognition, expense allocation, inventories, post-employment benefits, leases, and stock options. Prerequisite(s): MBA 691

ACC 731 Accounting Analytics
This course is built from the premise that technology has changed the role of the accountant. A heightened awareness of systems, technology, and data analysis is becoming increasingly required of individuals in the different accounting fields. Data has proliferated in business, and managers and accountants need to understand the implications for decision-making and tap into the data to provide better insights into a firm/client/customer/supplier, etc. This course is intended to provide students with an understanding of data analytic thinking and terminology as well as hands-on experience with data analytics tools and techniques. Students should leave this course with the skills necessary to translate accounting and business problems into actionable proposals that they can competently present to managers and data scientists. While there will be some use of tools in this course, the focus of this class is on concepts, not algorithms or statistical math. Prerequisite(s): MBA 691

ACC 764 Federal Taxation and Regulation
This course develops skills in identifying and researching issues in taxation, and explores advanced topics in federal taxation of individuals, property transactions and business entities including C corporations, partnerships, S corporations, trusts and estates and tax-exempt organizations. Additional topics include coverage of ethics and responsibilities in tax practice and differences between tax and financial accounting. This course entails the hands-on use of the tax research service 'CCH IntelliConnect' and prepares students interested in sitting for the REG section of the CPA exam. Prerequisite(s): Enrollment in the 4-Year BS/MBA Program or the OY MBA Program

ACC 770 Advanced Accounting Topics and Governmental Accounting
This course assesses special topics in accounting including international accounting, estate and trust, bankruptcy and fund accounting, including governmental, nor-for-profit, and hospital accounting. This course prepares students interested in sitting for the FAR section of the CPA exam. Prerequisite(s): A grade of "B" or better in MBA 615 or equivalent; A grade of "B" or better in MBA 691 or equivalent"

ACC 780 Applied Research in Accounting
This customized course provides students with a unique opportunity to integrate their academic work with a wide range of professional studies including but not limited to independent studies, research projects, or internships. Prerequisite(s): MBA 691 and Approval of supervising professor and program director

ACC 782 AIS, ERP, and Accounting Analytics
This course offers an enhanced understanding of accounting information systems (AIS) through hands-on exercises and internal control analyses. This course provides experience in a comprehensive enterprise resource planning (ERP) system, namely SAP. Using traditional business transactions, students will experience the complexities of an ERP system, become familiar with the internal control problems specific to ERP systems, and understand the similarities to, and differences from, traditional accounting systems. It includes hands-on experience creating and analyzing transactions in SAP modules; assessing the modules' internal controls; and synthesizing current AIS/ERP issues, such as security and privacy, disaster recovery, block chain, cryptocurrencies, anti-fraud, and audit resources, control and audit systems, and XBRL. It also includes hands-on exercises in Lumira, a data visualization and accounting analytics application. Prerequisite(s): A grade of "B" or better in MBA 615 or equivalent; A grade of "B" or better in MBA 691 or equivalent"

ACC 784 Adv Auditing/ Fin Forensics
This is an advanced course that assumes students have a strong background in auditing with either an undergraduate course in auditing or work experience as an auditor. The course utilizes CPA Examination Review materials, quizzes, and testing to prepare students for the CPA Examination while expanding their knowledge in professional ethics. risk assessment, internal control, audit evidence, auditor's reports and forensic services. Financial forensic methodology is examined as an example of other services performed by Certified Public Accountants focusing on the Rules of Evidence, preparing an expert witness report, and ethical considerations.

ACC 790 Special Topics in Accounting
This course will explore a topic of contemporary interest related to accounting. Topics will vary and may include Decision-Making Using Management Accounting, Applying Research Skills to Contemporary Accounting Issues; and Fraud and Forensic Accounting. Because the topic of this course will change, it can be repeated for additional credit when taken as a different topic. Prerequisite(s): MBA 691, and other prerequisite(s) may be required depending on the topic

ACC 791 Decision-Making Mgt Acct
This course in advanced managerial accounting focuses on commonly used accounting methods and techniques used in making business decisions. Topics covered are measurements of divisional performance, revenue and pricing decisions, production decisions, decisions concerning resource levels, and capital budgeting decisions. Students work with complex problems and cases on both an individual and group basis. Prerequisite: MBA 691

Business Systems and Analytics

BSA 700 Business Applications Programming
This course is designed to introduce students to the principles of business application programming for business analytics using selected high-level languages such as R, Python, and Hadoop. Emphasis is placed on identifying the capabilities and limitations of statistical computing languages for big data. Students will learn skills and techniques to solve big data problems through a series of steps that involve identification of problems, design of the solution logic, formal representation of program specifications, and implementation. The focus is on accessing data from multiple sources, manipulating different types of programming objects, performing character manipulation, and generating reports. Students will design and develop several computer programs throughout the term. Prerequisite(s): MBA 693

BSA 705 Emerging Bus Sys & Analytics
The purpose of this course is to provide students with an understanding of the critical role that good data and effective information systems play in today's organizational problem solving and decision making. There are two main components of this course: (1) the historical perspective on the strategic role of data and computer systems; and (2) the structures, issues, and trends in contemporary business systems and analytics. Corequisite: MBA 820 Corequisite: MBA 820

BSA 710 Systems Analysis and Database Design
This course is about structured analysis and design methodology for complex business systems. Students become familiar and use Entity Relationship Diagrams, Data Structure Diagrams, Data Flow Diagrams, Data Dictionaries, and Process Specifications to develop Systems Specifications. These specifications are utilized as the blueprint to develop and implement relational databases, and explore the Structured Query Language (SQL) used to manipulate and operate the database. Prerequisite(s): MBA 693

BSA 720 Data Warehousing and Data Mining
This course focuses on data warehousing and data mining in organizations. Topics covered in the course include: data warehousing and mediation techniques aimed at integrating distributed, heterogeneous data sources; data mining techniques such as rule-based learning, decision trees, association rule mining, and statistical analysis for discovery of patterns in the integrated data; and evaluation and interpretation of the mined patterns using visualization techniques. Prerequisite(s): MBA 693

BSA 725 Healthcare Analytics
Today's healthcare organizations are under intense regulatory and financial pressures to improve quality, efficiency, patient safety, patient satisfaction, and positive outcomes. This course is concerned with the study of how descriptive, diagnostics, predictive, and prescriptive analytics tools and techniques can impact the overall performance of healthcare organizations. Students learn to extract, collect, analyze, visualize, and interpret data from patient health records, insurance claims, financial records, and tell a compelling and actionable story. Class exercises enable students to understand ways to improve the effectiveness and efficiency of healthcare organizations. Prerequisite(s): MBA 693

BSA 730 Optimization and Simulation
This course introduces students to decision making and problem solving with simulation and optimization tools and techniques. Students learn to formulate and construct a decision model with spreadsheets and use the optimization tools, Monte Carlo simulation, and sensitivity analysis to generate and interpret solutions. The course covers different types of optimization and simulation models, including linear programming, sensitivity analysis, integer linear programming, goal programming, multiple objective optimization, simulation modeling, and queuing theory. Prerequisite(s): MBA 693

BSA 740 Data Visualization
One of the skills that characterize great business data analysts is the ability to communicate practical implications of quantitative analyses to any kind of audience member. In this course, students will learn how to visualize data, tell a story, and explore data by reviewing the core principles of data visualizing and dashboarding. The course aims to focus on effective and high impact visualizations of common data analyses to help them convey conclusions directly and clearly. Students will be able to get practiced in designing and persuasively presenting business "data stories" that use these visualizations, helping stakeholders make decisions and take action based on their business data capitalizing on design principles. Prerequisite(s): MBA 693

BSA 780 Applied Research in Business Systems and Analytics
This customized course provides students with a unique opportunity to integrate their academic work with a wide range of professional studies including but not limited to independent studies, research projects, or internships. Prerequisite(s): MBA 693 and Approval of supervising professor and program director

BSA 790 Special Topics in BSA

Finance

FIN 301 Fundamentals of Risk and Insurance
(Cross-listed with RMI 301) Introduction to the underlying principles, practices, and the legal aspects of insurance; discussion of industry structure and company operations; and survey of personal lines (auto, homeowners, and life) and commercial lines coverages.

FIN 304 Financial Decision-Making
This course focuses on how managers can construct a decision-making process and manage the creation of shareholder value. As the majority of financial decisions require an estimate of future events, we will spend considerable time investigating how to achieve the above objectives, subject to the constraints of an uncertain future. Outside readings, case studies, and text material will be used to integrate current financial theory with pragmatic financial decision making. Prerequisite(s): BUS 202, 206, and 208

FIN 306 The Financial Services Industry
An examination of the firms, such as banks, insurance companies, finance companies, securities firms, and mutual funds, that provide financial services to consumers and businesses. Topics include the domestic and international financial environment in which financial service firms operate; financial market risk and its management; ethical and legal issues; and managerial problems specific to each service firm. Prerequisite(s): BUS 202, 206, 208

FIN 308 Financial Services Marketing
(Cross-listed with MKT 308) Financial Services Marketing is cross-listed with the Marketing Department. The course focuses on how financial institutions design and market their services and products. The marketing mix for financial services, consumer and commercial markets, and their buying behavior are also studied. The impact of regulatory factors on marketing financial services and products is studied. This course is designed especially for marketing and/or finance majors contemplating careers in financial services marketing. Prerequisite(s): BUS 204, 206, 208

FIN 313 Employee Benefit Planning
(Cross-listed with RMI 313) A study of the nature and operation of employer-sponsored benefit plans offered in a complex socioeconomic and political environment. Topics include mandated benefits such as Social Security, workers compensation, and unemployment insurance, as well as a more in-depth examination of group life, health, disability, and qualified and non-qualified retirement plans. Emphasis is on benefit plan design, administration, cost, funding, and regulation as viewed from a benefit manager's financial perspective. Prerequisite(s): BUS 208

FIN 314 Risk Management
(Cross-listed with RMI 314) Designed to acquaint the student with the nature of risk management and the role of the risk manager in business or governmental organizations. Emphasis on the risk management process of identification and measurement of loss exposures and selection of treatment techniques, including finance and control techniques from a holistic perspective. Prerequisite(s): BUS 202, 208

FIN 350 Cooperative Education (Junior Standing)
This is a full-time, paid, approximately four-month assignment in a cooperating firm. Involves job-related learning under faculty supervision.The position must be approved by the department; consult the Experiential Education Adviser in the Finance Department for registration information. A co-op counts as a free elective and not as a course in the major. Grading for co-ops is on a pass/fail basis (grading for internships is on a letter grade, i.e., not pass/fail, basis); the faculty member who is supervising the experience has the discretion as to whether to roster it as a co-op or internship. Students in the Business Scholars Co-op Program must take it pass/fail. Prerequisite(s): 2.5 minimum GPA (higher for students in the Business Scholars Co-op Program) and completion of BUS 206 or 208

FIN 351 Co-op Education II

FIN 360 Part-Time Internship in Finance
Part-time, generally non-paid,employment in a financial/insurance setting to provide on-the-job training. Involves appropriate job-related learning assignments under faculty supervision. The position must be approved by the department; consult the Experiential Education Adviser in the Finance Department for registration information. An internship counts as a free elective and not as a course in the major. Grading for internships is on a letter grade, i.e., not pass/fail, basis. The number 260 is used if taken in sophomore year, 360 is used if taken in junior year, and 460 if taken in senior year. Prerequisite(s): 2.5 minimum GPA and completion of BUS 206 or 208, or permission of the Assistant Dean.

FIN 361 Internship II

FIN 365 Full-Time Internship in Finance
Full-time, paid employment in a financial/insurance setting to provide on-the-job training. Involves appropriate job-related learning assignments under faculty supervision. The position must be approved by the department; consult the Experiential Education Adviser in the Finance Department for registration information. An internship counts as a free elective and not as a course in the major. Grading for internships is on a letter grade, i.e., not pass/fail, basis (grading for co-ops is on a pass/fail basis); the Experiential Education Advisor in the Finance Department has the discretion as to whether to roster it as a co-op or internship. The number 365 is used if taken in junior year and 465 if taken in senior year. Prerequisite(s): 2.5 minimum GPA and completion of BUS 206 or 208

FIN 370 Special Topics

FIN 375 Financial Statement Analysis
Financial Statement Analysis focuses on the interpretation and use of financial statements for decision-making by investors, creditors, and internal management. Financial statements provide users with a scorecard of historical performance and the ability to look forward and project likely future financial performance. Outside readings, case studies, and text material will be used to integrate current financial statement guidelines with financial statement analysis. Prerequisite(s): BUS 208

FIN 401 Investment Analysis
Focuses on current practice and recent theoretical developments in the securities market. Special emphasis on the stock and bond markets. Deals with the characteristics of individual securities and portfolios. Also criteria and models for alternative portfolio composition, and criteria for evaluation and measurement of portfolio performance, all in a global context. Prerequisite(s): BUS 202, 206, 208

FIN 403 International Finance
The study of multinational business practice, direct foreign investment, and managerial challenges in operating abroad. Foreign exchange markets, exchange rate determination, forecasting and hedging, and other contemporary issues in global finance. Prerequisite(s): BUS 202, 206, 208

FIN 420 Financial Management of The Insurance Firm
(Cross-listed with RMI 420) A functional course emphasizing the interrelationships among underwriting, investment, regulation, and other aspects of insurance company and insurance agency operations. Spreadsheets are used to demonstrate effective financial management of the insurance firm. Prerequisite(s): BUS 202, 206, 208

FIN 444 Independent Research

FIN 445 Independent Research

FIN 450 Cooperative Education (Senior Standing)
This is a full-time, paid, four- to eight-month assignment in a cooperating firm. Involves job-related learning under faculty supervision. The position must be approved by the department; consult the Experiential Education Adviser in the Finance Department for registration information. A co-op counts as a free elective and not as a course in the major. Grading for coops is on a pass/fail basis (grading for internships is on a letter grade, i.e., not pass/fail, basis); the faculty member who is supervising the experience has the discretion as to whether to roster it as a co-op or internship. Students in the Business Scholars Co-op Program must take it pass/fail. Prerequisite(s): 2.5 minimum GPA (higher for students in the Business Scholars Co-op Program) and completion of BUS 206 or 208

FIN 460 Part-Time Internship in Finance
Part-time, generally non-paid,employment in a financial/insurance setting to provide on-the-job training. Involves appropriate job-related learning assignments under faculty supervision. The position must be approved by the department; consult the Experiential Education Adviser in the Finance Department for registration information. An internship counts as a free elective and not as a course in the major. Grading for internships is on a letter grade, i.e., not pass/fail, basis. The number 260 is used if taken in sophomore year, 360 is used if taken in junior year, and 460 if taken in senior year. Prerequisite(s): 2.5 minimum GPA and completion of BUS 206 or 208, or permission of the Assistant Dean.

FIN 461 Internship II

FIN 465 Full-Time Internship in Finance
Full-time, paid employment in a financial/insurance setting to provide on-the-job training. Involves appropriate job-related learning assignments under faculty supervision. The position must be approved by the department; consult the Experiential Education Adviser in the Finance Department for registration information. An internship counts as a free elective and not as a course in the major. Grading for internships is on a letter grade, i.e., not pass/fail, basis (grading for co-ops is on a pass/fail basis); the Experiential Education Advisor in the Finance Department has the discretion as to whether to roster it as a co-op or internship. The number 365 is used if taken in junior year and 465 if taken in senior year. Prerequisite(s): 2.5 minimum GPA and completion of BUS 206 or 208

FIN 470 Selected Topics in Finance
Selected topics in finance studied in depth under the direction of faculty. Prerequisite(s): Senior standing

FIN 471 Special Topics

FIN 472 Special Topics

FIN 480 Selected Topics

FIN 483 Senior Seminar
Designed as the capstone course for the Investment and Financial Analysis track. In-depth coverage of issues in financial analysis, such as ethics, financial reporting, equity investments, portfolio management, fixed income investments, derivatives, and others. Course includes mock exams for the CFA I exam, and students agree to sit for the actual CFA I exam in June. Prerequisite(s): Senior standing; completion of FIN 304, 375, 401, and either FIN 306 or 420; grade of B or better in BUS 101, BUS 202, BUS 102 (formerly BUS 207), BUS 208, and all FIN courses (or a combined GPA in these courses of 3.25 or higher); or permission of the instructor

FIN 725 Financing Health Systems
This course looks at the various financing mechanisms which impact the structure and delivery of health care in the United States with particular emphasis upon governmental financing, managed care, employer sponsored health plans, and emerging insurance models. The course examines the impact of these financing mechanisms upon diverse health delivery systems including acute care, medical practice organizations, long term care, and the pharmaceutical and medical devices sector. Prerequisite(s): MBA 691 and MBA 692

FIN 732 Financial Analytics
This course covers a broad overview of finance topics from a data analytics perspective. Students will learn the ins and outs of applied data analysis and a conceptual framework for thinking about data from both a statistical and machine-learning perspective with applications in finance. Students will learn to understand and apply concepts like capturing and analyzing new sources of financial data, building predictive models, and running simulations of market events, using concepts of data analysis and probability in investment science, risk management, valuations, rates of return and profitability analysis. The course aims to provide a theoretical and practical framework in which students will be challenged to solve real-world problems in the finance field and gain familiarity with commonly used stochastic models. Prerequisite(s): MBA 692, MBA 693

FIN 746 Enterprise Risk Management
The course examines the risk management process as applied to the whole range of risks to which a corporation is exposed: financial, insurable, operational, and business. It focuses on risk in general and how multiple sources of risk can be addressed with strategies that integrate risk management and capital management. Specific topics include hedging, insurance, post-loss investment, contingent capital, finite risk reinsurance, and insurance-linked securities. Emphasized throughout the course is that managing risk effectively is essential to corporate value, success, and survival. Prerequisite(s): MBA 692

FIN 748 Financial Instruments and Markets
This course provides an examination of modern financial markets. Specifically, we discuss the largest financial intermediaries including commercial banks, finance companies, securities firms, investment banks, mutual funds and hedge funds with a focus on balance sheet structures, regulation, and current issues and trends. We also examine various financial instruments, derivatives, and off-balance sheet activities that are useful from a risk-management perspective within the industry. Prerequisite(s): MBA 692

FIN 754 Derivative Instruments
This course will introduce students to the world of financial and real derivatives analysis. The focus will be on options. Students will be introduced to option pricing and policy uses. In addition, the controversial issues of executive stock options, real options, and hedge fund policy will be explored. The course will evolve with the ever- changing derivatives market. The latest products and controversies will be examined.

FIN 756 Enterprise Risk Analysis

FIN 764 Portfolio Management
The course focuses on current practice and recent theoretical developments. It deals with the characteristics of individual securities and portfolios, criteria and models for alternative portfolio composition, criteria for evaluation and measurement of performance, and the impact of government regulation. The evaluation of current theory, its significance for the financial management decision-making, and the consideration of relevant empirical evidence are covered.

FIN 765 Global Financial Management
Current developments in global financial markets and instruments from the perspective of firm management. Topics include an overview of foreign security markets, trends in foreign exchange risk management, and the impact of international debt on multinational firms. Prerequisite(s): MBA 692

FIN 767 Mergers and Acquisitions
The course provides an analysis of the acquisition by one firm of all or some of the assets of another firm, and its impact on both the companies involved and on society. Topics include a discussion of the types of combinations, the motivations of the participants, the financial analysis required to carry out merger or acquisition activities, negotiation strategies, and the tax and accounting options that are available to the parties involved.

FIN 780 Applied Research in Finance
This customized course provides students with a unique opportunity to integrate their academic work with a wide range of professional studies including but not limited to independent studies, research projects, or internships. Prerequisite(s): MBA 692, and approval of supervising professor and program director

FIN 783 Financial Analysis Seminar
This seminar covers the breadth of material included in the Chartered Financial Analyst (CFA I) exam. It includes CFA I mock exams and students are encouraged to sit for Level I of the CFA exam at the end of the course. Prerequisite(s): MBA 692, MBA 830, FIN 764 and a minimum graduate GPA of 3.5 or permission of the instructor

FIN 790 Special Topics in Finance
These courses will explore topics of contemporary interest. Course titles include, but are not limited to Trends in Employee Benefit Planning, and Speculative Market Analysis, among others. Because the topic of this course will change, it can be repeated for additional credit when taken as a different topic. Prerequisite(s): MBA 692

Masters of Business Administration

MBA 590 Professional Development Seminar
This course focuses on career development and building a "Professional Skills Portfolio." The initial orientation toward building a resume and developing strategies to obtain a job provides the basis of continued career planning and professional growth. This course is offered in conjunction with MBA 811.

MBA 592 Written Communication Skills for Business
Students will learn to plan, draft, revise, and edit documents (such as letters, memos, e-mails, executive summaries, proposals, and reports) required of them as professionals in a business environment.

MBA 601 Financial Accounting
This course is an introductory study of financial accounting. It includes the study of basic accounting language and concepts, recording financial transactions, preparation and interpretation of financial statements, accounting methods, business decisions, inventory valuations, and methods of obtaining capital.

MBA 602 Financial Markets
This course serves as an introduction to the financial system and its relationship to the financing of domestic and international business activity. Financial market components and phenomena such as financial instruments, institutions, flow of funds, market efficiency, interest rate determination and term structure, exchange rates, and the balance of payments are analyzed. The governmental impact on financial markets, manifested through monetary and fiscal policy and regulation, is also covered. An introduction is given to the concept of financial asset valuation and the time value of money. The emphasis is on the significance of these elements for conducting the financial affairs of businesses.

MBA 603 Business Economics for Managers
This course is designed to teach the principles of both micro and macro economics and to help the students understand the economic events that shape the world, markets and businesses. The course develops students' abilities to interpret how businesses form and operate under various market situations. Topics such as supply and demand, elasticity, relevant cost definition and relationships, profit optimization, market characteristics and long-run profitability implications, resource costing, and global market competitive responses are studied. The course further examines the role and activities of the various economic sectors consisting of households, businesses, and governments, and how those actions impact the state of the economy. The roles of government and the Federal Reserve are evaluated and their impact examined. Topics such as Gross Domestic Product, economic growth, inflation, unemployment, fiscal policy, monetary policy, banking, international trade, and exchange rates are studied.

MBA 690 Creating Customers Through Effective Marketing Management
The course shows how the techniques of marketing management can be used to attract and satisfy customers while building long-term business profitability. Topics include (1) market, consumer, and competitive analysis; (2) segmentation, targeting, and positioning; (3) product development, pricing, promotion, and distribution; and (4) marketing strategy and planning.

MBA 691 Managerial Accounting for Decision Making, Planning, and Control
This course focuses on the firm's management accounting system as its primary information system. It examines the problems of cost measurement, planning, coordination, control, and performance evaluation. It explores how accounting systems address business problems and evolve in response to the changing economic environment. The course will relate ethical and global issues to managerial accounting topics. The students will explore and analyze "real world" data and apply their gained knowledge to contemporary managerial accounting problems and cases. Prerequisite(s): MBA 601

MBA 692 Financial Performance: Control and Measurement
This is a survey course focusing on how managers can construct a decision-making process focusing on maximizing the value of the firm. Because the majority of financial decisions require an estimate of future events, considerable time will be spent investigating how to achieve the above objectives, subject to the constraints of an uncertain future. Outside readings, case studies, and text material will be used to integrate current financial theory with pragmatic financial decision making. A working knowledge of the basic concepts in finance, accounting, and statistics is assumed. The use of an electronic spreadsheet is needed for homework assignments and case analysis. Prerequisite(s): MBA 601, MBA 602, and Completion of MBA Math (if not waived)

MBA 693 Business Analytics for Informed and Effective Decision Making
This course introduces students to the growing field of business analytics. Business analytics is the use of data, information technology, statistical analysis, and quantitative methods and models to support effective organizational problem solving and informed decision making. The course includes methods, tools, and techniques for summarizing and visualizing historical data, which is relevant to descriptive analytics -- the use of data to find out what has happened in the past or is currently happening; methods, tools, and techniques for extracting information from existing data in order to determine patterns, which is relevant to predictive analytics -- the use of data to find out what will happen in the future; and methods, tools, and techniques for optimization, which is relevant to prescriptive analytics - the use of data to determine the best course of action in the future. Prerequisite(s): Completion of online Math Assessment (if not waived).

MBA 810 Developing Your Leadership Skills
This experiential course emphasizes the importance of feedback and self- assessment for leadership development. It includes extensive assessment of each participant's management style and skills based on self-evaluations (using structured questionnaires, decision making exercises, and role plays) and feedback from coworkers, faculty, and other participants. It includes a full day assessment workshop. Leadership development experiences emphasize time and stress management, individual and group problem-solving, communication, power and influence, motivation, conflict management, empowerment, and team leadership. Each participant identifies skills he or she needs to develop and reports on efforts to develop those skills.

MBA 811 Leadership: Theories and Skill Development
This course reviews major leadership theories including trait theory, behavioral theories, contingency models, expectancy theory, path goal theory, transformational leadership, and servant leadership. The course also covers a series of in-depth exercises that address leadership skills including individual decision making, team decision making, nominal group technique, problem framing, negotiation, and managing organizational change. Students are expected to complete a written exam and a series of five short analytical papers.

MBA 820 Information Technology for Decision-Making
This course is about the manager's responsibilities for problem solving and decision making, and those areas in which information technology can be used to gain the insight needed to support selection of decision alternatives. Students learn about the role of data, information, and knowledge in managerial problem solving and decision making. Transactional processing and database management systems (DBMS) are used to store, manage, and retrieve data in organizations. Decision support system (DSS) tools and technologies (such as natural language programming and influence diagramming) are used to organize data into information for decision analytics. Expert systems (ES) are used to synthesize information into knowledge for knowledge management. Students are required to use DBMS, DSS and ES software packages in a hands-on environment. Prerequisite(s): MBA 693

MBA 830 Financial Statement Analysis
This course integrates the areas of finance and accounting and is designed to provide students with the ability to analyze financial statements, understand the incentives of companies to "manage" earnings through their choices of accounting methods, understand the limitations to the usefulness of financial statements, and understand the value of financial statements in decision-making from the perspective of investors, creditors and management. Prerequisite(s): All foundation courses, MBA 691, MBA 692

MBA 840 Frameworks for Socially Responsible Decision Making
This course is designed to explore the complex ethical, legal, cultural, political, social, and economic issues confronting individuals, groups, and organizations. We will use various models and theories to develop critical thinking and problem-solving skills to address the issues of a diverse set of organizational stakeholders. Prerequisite(s): All required foundation courses

MBA 902 Competitive Strategy
This integrative capstone course is designed to expose students to strategies that companies use to build and sustain competitive advantage in the global market. The course provides students with industry, competitor, and business level analytic tools that help students to assess factors that influence strategy formulation and strategy implementation in both domestic and global markets.

Marketing

MKT 720 Advanced Digital Marketing Strategies
This course provides students with the most up-to-date and comprehensive overview of major digital marketing channels and platforms -- Search Engine, Digital Display, Video, Mobile, and Social Media. It will teach students how to conceptualize and integrate digital marketing into a firm's overall marketing efforts. Students will complete the course with in-depth knowledge of and experience with how to develop an integrated digital marketing strategy, from formulation to implementation, and students will also learn how to measure digital marketing efforts and calculate Return on Investment. Prerequisite(s): MBA 690

MKT 730 Strategic Marketing Analytics
Marketing analytics is an important component of managerial decision-making. A wide range of strategic and tactical decisions requires valid and reliable information if the firm's efforts are to be successful. The tools and techniques of marketing analytics allow managers to obtain valuable information about customers, competitors, and the market environment. It is imperative that managers understand research methods and data analysis so they can judge the appropriate use of market analytical information and understand its decision value. The objective of this course is to convey the effective application of rigorous marketing analytics to relevant managerial decisions. This course introduces today's most valuable marketing research and analytics methods and tools and offers a best-practice methodology for successful implementation. Hands-on exercises, assignments, and case studies provide students an opportunity to apply the marketing research and analytics techniques for solving key problems ranging from product development, segmentation, pricing, promotion, distribution, campaign management, brand valuation, and digital marketing strategy.

MKT 732 Consumer Behavior
The course examines the social, cultural, psychological, and economic influences on consumer behavior. It looks at the applications of behavioral science principles to the development of marketing strategies. Prerequisite(s): MBA 690

MKT 739 International Marketing
This course offers a managerial view of the marketing function as it applies to the international field, describing and exploring the complexities, problems, and opportunities of worldwide marketing. Prerequisite(s): MBA 690

MKT 771 Services Marketing
Services dominate the U.S. economy and play a critical role in setting businesses apart from competition across the globe and in the industry sectors. The course focuses on the unique challenges of managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service are central to the course. The course is equally applicable to organizations whose core product is service (e.g., banks, hotels, hospitals, educational institutions, and professional service, etc.) and to organizations that depend on service excellence for a competitive advantage (e.g., high tech manufactures, automotive, and industrial products, etc.). The underlying theme of the course is that management issues in services are often different from those in manufacturing, and this has important implications for marketing strategy and implementation. This theme will be developed through a series of lectures, videos, class discussions, and both individual and group exercises. Prerequisite(s): MBA 696

MKT 780 Applied Research in Marketing
This customized course provides students with a unique opportunity to integrate their academic work with a wide range of professional studies including but not limited to independent studies, research projects, or internships. Prerequisite(s): MBA 690, and approval of supervising professor and program director

MKT 784 Euro Seminar-Marketing

MKT 785 Pacific Rim Sem in Mkt

MKT 790 Special Topics in Marketing
This course will explore a topic of contemporary interest related to Marketing. Topics will vary and may include Product Innovation and Design Thinking, Services Marketing, Sales Management and Leadership, and Travel Study. Because the topic of this course will change, it can be repeated for additional credit when taken as a different topic. Prerequisite(s): MBA 690; other prerequisite(s) may be required depending on the topic

Faculty

Professors: Jiang, Tavana
Associate Professors: Leauby, Ugras
Assistant Professors: Radetskiy, Varzgani

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