BUSINESS ADMINISTRATION (ADMN)

The business administration program provides students with the pillars of a business education as well as specialized options to propel them on their career paths. The curriculum consists of fifteen core courses as well as option/major courses, which imparts students with expertise in one or two areas of business. At the same time, Paul College students achieve a well-rounded education by selecting courses in the liberal arts and the sciences from other colleges and schools in the University, including to complete University Discovery requirements. The Peter T. Paul College's program in business administration is accredited by the Association to Advance Collegiate Schools of Business (AACSB) and is separate from the business program at the UNH-Manchester campus.

Core Curriculum

The business administration’s core curriculum constitutes the fundamental theories, principles, concepts, and skill sets necessary for students to thrive in the professional business world. Each required core course equips students with the knowledge and skills utilized in key areas of business, while building upon their social, competitive, and analytical intelligence. The business administration program also augments its core curriculum with math, ethics, and economics.

In order to graduate, students must achieve a grade-point average of at least 2.3 in the major courses and a minimum grade of C- (for ADMN 403 Computing Essentials for Business, students must obtain credit) in each Paul College major course. Core courses are generally completed in the first five semesters of enrollment at Paul College, with the exception of ADMN 703 (capstone course):

- MATH 422 Mathematics for Business Applications, or MATH 424A Calculus for Social Sciences
- PHIL 431 Business Ethics
- ECON 401 Principles of Economics (Macro)
- ECON 402 Principles of Economics (Micro)
- ADMN 400 Introduction to Business
- ADMN 403 Computing Essentials for Business (1 credit)
- ADMN 410 Management Information Systems
- ADMN 420 Business Statistics
- ADMN 502 Financial Accounting
- ADMN 503 Managerial Accounting
- ADMN 570 Introduction to Financial Management
- ADMN 575 Behavior in Organizations
- ADMN 580 Quantitative Decision Making
- ADMN 585 Marketing
- ADMN 703 Strategic Management: Decision Making (Capstone course, satisfies capstone requirement for the University Discovery Program)

Additional requirements:

- PAUL 405 Freshman Academic Experience I
- PAUL 406 Freshman Academic Experience II
- PAUL 660 BiP-Social Intelligence Topics
- PAUL 670 BiP-Analytical Intelligence Topics
- PAUL 680 BiP-Competitive Intelligence Topics
- PAUL 690 BiP-Professional Intelligence Topics

Options in the Business Administration Program

As students advance, they declare an option within the business administration program. Bachelor of Science in Business Administration requires the completion of 136 credits total. Declaration of an option occurs during their second semester sophomore year, thus focusing on a particular area of business during their last three semesters. The sophomore option declaration date is set by the Undergraduate Programs and Advising Office and usually by February of the sophomore year. Students are encouraged to discuss their interests with several faculty members and an academic adviser in this decision-making process. Options comprise a minimum of four courses, but requirements do vary by option and are determined by the nature of the career field. Current business administration options are:

- Accounting
- Entrepreneurial Studies
- Finance
- Information Systems and Business Analytics
- International Business and Economics
- Management
- Marketing
- Student-Designed

Due to the dynamic nature of the business world, the portfolio of options offered may change from time to time. Students are expected to stay attuned to these changes through Paul College Undergraduate Programs and Advising Office. A change of option/major may only be made once per semester.

Business in Practice (BiP) Program

The Business in Practice (BiP) program enhances Paul College's rigorous academics by bridging the gap between theory and practical application. Through experiential learning projects, you work directly with industry leaders and companies to acquire a deeper grasp of real business issues and responsibilities, giving you the tools, skills and know-how to launch a successful and meaningful business career. The program is designed to be flexible and optimizes your skill level in key intelligence areas most valued by employers.

BiP INTELLIGENCES AND LEARNING GOALS

You will take a minimum of four courses*, one in each of the intelligence areas:

- PAUL 660 BiP-Social Intelligence Topics - ability to navigate complex social relationships and environments.
- PAUL 670 BiP-Analytical Intelligence Topics - ability to analyze and evaluate ideas, solve problems and make decisions.
- PAUL 680 BiP-Competitive Intelligence Topics - ability to gather, analyze and distribute information and ideas about products, customers, competitors or the external environment.
- PAUL 690 BiP-Professional Intelligence Topics - ability to achieve professional success.
Courses

Administration (ADMN)

ADMN 400 - Introduction to Business
Credits: 4
This course will introduce students to business organizations, the business disciplines and critical issues in contemporary business. The priority will be in having students develop strong intellectual foundations in business, knowledge of core disciplines of business, and an awareness of businesses' role in the economy and in the larger society. The course will include once a week lectures and also small group discussion sessions. The lectures will be organized by the lead PAUL faculty person and include visits and discussions with executives from New Hampshire companies. Writing intensive.
Attributes: Writing Intensive Course

ADMN 403 - Computing Essentials for Business
Credits: 1
Self-paced course covering the fundamental skills and proficiency of general business software applications. Topics will include word processing and spreadsheet applications. Cr/F.

ADMN 410 - Management Information Systems
Credits: 4
This course provides an introduction to computer literacy, basic computer hardware and software concepts, business applications of information technology and computer ethics. Hands-on exercises include spreadsheets, databases and web pages. Students registering for ADMN 410 are expected to be able to bring a laptop computer to each class session running the Windows version of Microsoft Office Professional (including Microsoft Access). Prereq: ADMN 403.

ADMN 420 - Business Statistics
Credits: 4
Introductory coverage of statistical methods for managerial decision-making: probability, descriptive and inferential statistics, and regression. Quantitative techniques common to many introductory statistics courses are covered, but the emphasis is on understanding concepts such as uncertainty, inferences from sample data, and model formulation, and on utilizing these techniques as aids in decision-making. No credit for students who have had ADM 430; BIOL 528; EREC 525; HHS #540; MATH 439; MATH 539; MATH 644; PYSC 402; SOC 502. Prereq: ADMN 403; MATH 420 or 424A.

ADMN 444 - Business for People, Planet, and Profits
Credits: 4
Many experts and practitioners have realized that the traditional approaches of government and the non-profit sector will not - alone - be enough to solve the myriad of social and environmental challenges facing the world. Rather than seeing big business as “part of the problem” many are considering how the immense power of the private sector can contribute to addressing social and environmental issues. This course will allow students to explore the growing phenomenon of “socially and environmentally conscious capitalism,” a more considered type of capitalism with the potential to be a platform for social and environmental change.
Attributes: Social Science (Discovery); Inquiry (Discovery); Writing Intensive Course
ADMN 502 - Financial Accounting
Credits: 4
Fundamentals of financial accounting concepts and procedures for analyzing economic events and the preparation and use of financial statements. No credit for students who have taken ACFI 501.

ADMN 503 - Managerial Accounting
Credits: 4
The use of information by managers to (1) determine the cost and profitability of the organization’s products or services; (2) plan, control, and evaluate routine operations; and (3) make special non-routine decisions. The demand for managerial accounting information is derived from an integrated treatment of organizational objectives, an orientation to customers, and a focus on activities as the unit of analysis for measurement of cost, quality, and time. Prereq: ADMN 502.

ADMN 570 - Introduction to Financial Management
Credits: 4
The investments, financing, and dividend decisions of the firm in a global setting. Topics include capital budgeting, designing and issuing securities, manager performance evaluation, resolution of agency problems, and working capital management. Open to PAUL majors only. Prereq: ECON 401. Pre- or Coreq: ADMN 420, ADMN 502; ECON 402.

ADMN 575 - Behavior in Organizations
Credits: 4
Behavioral science concepts applied to work settings. Focus on understanding and analyzing individual beliefs, values, goals, perceptions, motivation, commitment, and decision making; group structures and processes (interpersonal skills, communication, conflict resolution, leadership, and team work); organizational control systems (rewards, task design, performance appraisal), outcomes (satisfaction and development of the person as well as the organization); and organizational change. No credit for students who have already had MGT 580. Prereq: ADMN 400, ADMN 403, ADMN 502. Writing intensive.
Attributes: Inquiry (Discovery); Writing Intensive Course

ADMN 580 - Quantitative Decision Making
Credits: 4
Introduction to the use of quantitative tools in the decision-making process of an organization. Planning and operational problems in the manufacturing and services sectors are emphasized. Topics include forecasting, capacity planning, optimization, project scheduling, simulation and risk analysis, quality, inventory management, and waiting lines. Open to PAUL majors only. Prereq: ADMN 420, ADMN 503.

ADMN 585 - Marketing
Credits: 4
Covers marketing as the process of planning and developing goods and services to satisfy the needs of target customers: consumers, other businesses, institutions. Focus on how marketing contributes to the firm’s goals through product planning, pricing, promotion, and distribution policies, through both digital and traditional channels. Open to PAUL majors only. No credit for students who have had MKTG 550 or HMGT 600. Prereq: ADMN 400; ECON 401.

ADMN 598 - Topics
Credits: 1-4
Special topics; may be repeated up to a maximum of 12 credits. Prereq: permission. Cr/F.

ADMN 685 - Study Abroad
Credits: 16
Open to students studying abroad in the discipline as approved by the department chair and Undergraduate Programs Office. Special fee. Cr/F. Co-requisite: INCO 588
Attributes: World Cultures(Discovery)

ADMN 686 - Study Abroad
Credits: 16
Open to students studying abroad in the discipline as approved by the department chair and Undergraduate Programs Office. Special fee. Cr/F. Co-requisite: INCO 588

ADMN 700 - PAUL Assessment of Core Knowledge
Credits: 0
One of the learning objectives in the Business Administration Program is that all students will graduate with an understanding of these core knowledge assembled from the various disciplines that contribute courses to the program. We assess this learning as part of our Assurance of Learning Program. The zero credit course provides an administrative mechanism for accomplishing this goal. Permission required. Cr/F. Co-requisite: ADMN 703

ADMN 703 - Strategic Management: Decision Making
Credits: 4
Capstone course: Problem-solving, decision-making, and strategic thinking relative to managerial, economic, ethical, legal, political, social, and technological aspects of an organization’s environment. Integrates the functional discipline skills within the role of the general manager as leader and chief strategist, organizational builder and doer. Case discussion and analysis, industry and competitive analysis, environmental scanning, industry simulation, strategic audit, stakeholder analysis, values, ethics and social issues management within the public policy process are important course components. Open to PAUL majors only. Prereq: ADMN 570; ADMN 575; ADMN 580; ADMN 585; and senior standing.
Co-requisite: ADMN 700

ADMN 798 - Topics
Credits: 1-4
Special topics; may be repeated up to a maximum of 12 credits. Prereq: permission.

ADMN 798W - Topics
Credits: 1 or 4
Special topics; may be repeated up to a maximum of 12 credits. Prereq: permission. Writing intensive.
Attributes: Writing Intensive Course

ADMN 799 - Honors Thesis/Project
Credits: 4-8
Supervised research leading to the completion of an honors thesis or project; required for graduation from the honors program in administration. Prereq: permission of director of undergraduate programs and department chair. Writing intensive.
Attributes: Writing Intensive Course

ADMN 823 - Topics in Finance
Credits: 3
Prereq: ADMN 930.
ADMN 829 - Corporate Financial Strategy
Credits: 3
Analytical tools and practical skills for recognizing and solving complex problems of business finance. A complement to ADMN 930, this course covers the major decision-making areas of managerial finance and some selected topics in financial management such as real options, leasing, mergers and acquisitions, corporate re-organizations, financial planning, and working-capital management. Prereq: ADMN 930.

ADMN 830 - Investments
Credits: 3
Discusses principles for selecting and managing financial assets, including equities, fixed-income securities, and alternative investments. Topics include asset pricing, efficient market hypothesis, arbitrage pricing theory, portfolio theory, and risk management. Prereq: ADMN 930.

ADMN 832 - Exploration in Entrepreneurial Management
Credits: 3
Examination of the management of change and innovation especially the role of entrepreneur in managing new ventures. Uses case analysis, guest speakers, and business plan preparation to study the characteristic behavioral, organizational, financial, and market problems of entrepreneurs and new enterprises.

ADMN 834 - Private Equity/Venture Capital
Credits: 3
Covers the financial aspects of new venture creation. Early stage private equity market and mechanisms available for financing the entrepreneurial venture, from seed and startup financing to initial public offering. Includes financing stages from both entrepreneur’s and the investor’s perspective. Focus on U.S., Europe, and Asian markets. Prereq: ADMN 930; ADMN 834 can be taken concurrently with ADMN 930.

ADMN 835 - Financial Institutions
Credits: 3
Examination of financial institutions and markets. Emphasis on how institutions create, value, the regulatory environment under which they operate, and the role of risk management. Prereq: ADMN 930 or permission.

ADMN 840 - International Business
Credits: 3
Issues and problems confronting managers in the international economy. Emphasis on problems of working across national borders rather than on those encountered within the framework of different national economies, cultures, and institutions. for managers working in a multinational enterprise. Prereq: ADMN 970.

ADMN 841 - International Management
Credits: 3
Develops an understanding of international business from the point of view of management and leadership, human resource management, and organizational structure and change. Emphasis on cultural impact on management thinking and business practice and on skills for managing effectively in international and multicultural environments. Prereq: ADMN 912.

ADMN 845 - Supply Chain Management
Credits: 3
The purpose of this course is to learn how to design, plan, and operate supply chains for competitive advantage; to develop an understanding of how the key drivers of supply chain operations (inventory, transportation, information, and facilities) can be used to improve performance; and to develop knowledge of logistics and supply chain methodologies and the managerial context in which they are used. Prereq: ADMN 940; ADMN 845 can be taken concurrently with ADMN 940.

ADMN 846 - International Financial Management
Credits: 3
Financial management problems facing multinational firms. Focus is on identifying and managing foreign exchange rate exposures and making financial decisions in a global context. Prereq: ADMN 930.

ADMN 852 - Marketing Research
Credits: 3
Identification, collection, and analysis of data for the marketing process. Strengths, limitations, environment, and evaluation of research in the marketing process. Prereq: ADMN 960.

ADMN 857 - Integrated Marketing Communications
Credits: 3
Provides balanced coverage of all marketing communication tools, both traditional format and digital format: advertising, sales promotion, public relations, direct marketing, personal selling. Emphasizes the integration of these tools across formats so target audiences receive a consistent, persuasive message that promotes the organization’s goals. Prereq: ADMN 960.

ADMN 859 - Managing Technological Innovations
Credits: 3
This course explores the formulation of technological innovation strategy by using case-based examples and technological frameworks to identify industry- and firm-level patterns of innovation and organizational characteristics that promote innovativeness. Prereq: Two core ADMN 900 level courses.

ADMN 860 - International Marketing
Credits: 3
This course examines marketing practices in a global environment. The course assumes familiarity with marketing management and utilizes this as a base to develop insights and understanding in an international context. Special emphasis is placed on how to develop global marketing strategies, adaptation of marketing execution (communications, products, pricing, channels), and multinational and global structuring of the marketing and sales organization. Pre- or Coreq: ADMN 960.

ADMN 863 - Marketing Analytics
Credits: 3
Marketing Analytics is the art and science of developing and utilizing quantitative marketing decision models to plan, implement, and analyze marketing strategies and tactics. The course is primarily designed for graduate students who have already acquired basic data analysis skills as well as principles of marketing. Using marketing cases and related exercises tied to Marketing Engineering for Excel (ME-EL), students will develop marketing plans in various decision contexts. Specifically, this course will introduce a wide variety of quantitative models to improve marketing decision making in such areas as market response, customer segmentation/targeting, product/brand positioning, new product development, and allocation of marketing mix expenditures. Prereq: ADMN 960.

ADMN 864 - New Product Development
Credits: 3
Provides a practical introduction to the process of designing and marketing new products. Covers the major phases of market-focused product development from idea to launch, including opportunity identification and market definition, customer research and product concept development, pre-marketing testing and launch marketing. Presents proven approaches and techniques used in new product development. Allows student teams to apply lessons to the development and testing of new product concepts. Prereq: ADMN 960.
ADMN 888 - Strategic Pricing
Credits: 3
The overall objective of this course is to provide students with the know-how and tools to make pricing decisions that align with the firm's strategy, drive profitability, and lead to sustainable competitive advantage. This course focuses on thoroughly understanding and articulating the monetary and psychological value drivers of the firm's value proposition, applying appropriate monetary equivalents, and successfully communicating these to the purchaser. Rather than seeking to "optimize" prices for the short run, this course takes a longer-term view of managing markets strategically. Prereq: ADMN 960.

ADMN 898 - Topics
Credits: 2-3
Special topics; may be repeated. Prereq: consent of adviser and instructor.

ADMN 901 - PAUL Assessment of Core Knowledge
Credits: 0
One of the learning objectives in the MBA Program is that all students will graduate with an understanding of these core knowledge assembled from various disciplines that contribute courses to the program. We assess the learning as part of our Assurance of Learning Program. This zero credit course provides an administrative mechanism for accomplishing this goal.

ADMN 902 - MBA Internship
Credits: 3
Provides students the opportunity to gain business experience in a professional setting, working for one company eight hours per week. Students explore the relationship between theory and practice and complete a research project. Students with less than two years work experience are required to take this course. Cr/F.

ADMN 905 - Corporate Consulting Project I
Credits: 3
Designed to enhance student's field and research experience. Students work with faculty and Corporate Roundtable members on projects that apply and integrate concepts learned in class.

ADMN 906 - Corporate Consulting Project II
Credits: 3
Designed to enhance student's field and research experience. Students work with faculty and Corporate Roundtable members on projects that apply and integrate concepts learned in class.

ADMN 912 - Managing Yourself & Leading Others
Credits: 3
Uses the evidence from behavioral science to develop an understanding of individual and work group dynamics in relation to personal and group effectiveness in diverse organizations. Case studies, group projects and personal application will provide students with the opportunity to put theory into practice as they learn to understand individual differences, lead teams, enhance their personal influence, and plan to lead employees, teams and organizations during times of rapid change.

ADMN 919 - Accounting/Financial Reporting, Budgeting, and Analysis
Credits: 3
An introduction to the preparation and interpretation of financial information, with emphasis on the use of accounting information for management decision-making. It highlights the guiding principles by which accounting reflects the underlying economic events. It also focuses on reporting and measurement issues that help managers make better decisions.

ADMN 926 - Leveraging Technology for Competitive Advantage
Credits: 3
Building competitive advantage depends on a company's ability to strategically and tactically manage its information systems. Information technology is quickly expanding its importance in the business models and operations of companies. Managers in today's world depend on accurate, accessible and useful information to make decisions. The course provides the student with an understanding of the strategic role of information technology and its use within the enterprise to creative sustainable competitive advantage for the organization.

ADMN 930 - Financial Management/Raising and Investing Money
Credits: 3
Focuses on financial decision making to maximize shareholder value. Course concepts are integrated into the standard theories of risk and return, valuation of assets and market efficiency and risk management. Students are expected to develop dexterity with financial decision tools and models, the quantitative elements of this course. Prereq: ADMN 919. Pre or Coreq: ADMN 970.

ADMN 940 - Managing Operations
Credits: 3
This course provides a foundation for dealing with managerial decisions about technology and operations issues. Based on the premise that the technology and operations can be a significant source of competitive advantage for a firm. Prepares students to identify and implement operating improvements that directly affect firm performance. Prereq: ADMN 950.

ADMN 950 - Data Driven Decisions
Credits: 3
Introduction to the basics of applied statistics for decision-making and for assessing risk and uncertainty. The course will mainly cover the broadly defined subjects of descriptive statistics, probability, decision trees, random variables, random sampling, hypothesis testing for continuous/categorical data and regression analysis/model building. Course delivery will be a mix of lectures, hands-on problem solving and data-driven case discussions led by students.

ADMN 952 - Organizations, Leadership, and Environments
Credits: 3
Examines both private and public institutions as open systems whose effectiveness depends on the design of internal structures and cultures to fit external demand, opportunities and threats. Develops students' analytic and diagnostic skills as designers of ethical and socially responsible organizations. Prereq: ADMN 912.

ADMN 953 - The Social Power of Leadership in the 21 Century
Credits: 3
The goal of this cross-disciplinary course is to develop students' deep understanding of the dynamic, mutually reinforcing power of leadership follower relations in modern organizations - including both toxic and beneficial processes and outcomes. Readings draw on the literatures from business, social sciences, and philosophy to illuminate the complexities of leading in 21st century corporations, public service organizations, institutions of higher learning, and government agencies.

A diverse cross-section of students from doctoral and master level programs across all UNH schools, colleges, and departments participate in the course in order to most broadly examine how the leader-follower relationship can succeed or fail in its pursuit of organizational strategies and objectives.
ADMN 956 - Managerial Decision Making  
Credits: 3  
The use of quantitative information as an aid in the decision making process. A thought process and an approach to the analysis of, and providing recommendations for, a complex decision making situation. The course is a combination of a lecture, class discussion, problem solving, project presentations and "unstructured" decision making problem approach. Prereq: ADMN 926; ADMN 956 can be taken concurrently with ADMN 926.

ADMN 960 - Marketing/Building Customer Value  
Credits: 3  
This is the core marketing course in the MBA program. It is designed to serve as an introduction to the theory and practice of marketing. We will explore the theory and applications of marketing concepts through a mix of cases, discussions, lectures, guest speakers, individual assignments, simulations, and group projects. We will draw materials from a variety of courses and settings including services, consumer, and business-to-business products.

ADMN 970 - Economics of Competition  
Credits: 3  
A study of economic principles useful to business managers. Microeconomic topics include market behavior, economic costs, and economic decision-making. Macroeconomic topics include macroeconomics performance, financial markets, international trade and finance, and monetary and fiscal policy.

ADMN 982 - Creating Winning Strategies  
Credits: 3  
A "capstone" course, focused on industries, companies, and other organizations in operation, and studied through the role of the strategic manager and case examples, with emphasis on integration of materials covered in prior courses, providing students with synergistic knowledge and a "strategy tool kit" to help achieve organizational purpose, excellence, and competitive advantage. Prereq: ADMN 912, ADMN 919, ADMN 930, ADMN 950, ADMN 960, ADMN 970. Prereq or Coreq: ADMN 926 and ADMN 940.

ADMN 992 - Special Projects and Independent Study  
Credits: 1-6  
Projects, research, and reading programs in areas required for concentration. Sixty days advance approval of the student’s plan of study by adviser and by proposed instructor required. Maximum of 6 credit, except by special permission. Variable credit.

Accounting and Finance (ACFI)  
ACFI 501 - Survey of Accounting  
Credits: 4  
Survey of basic accounting concepts, including exposure to financial statements, accounting processes, decision making, and budgeting. This course is designed for students pursuing a Business Administration minor or exploring basic accounting. No credit for students who have had ADMN 502. Not for Paul College students.

ACFI 620 - Topics in Accounting  
Credits: 4  
Special topics; may be repeated. Prereq: ACFI 621 or ACFI 723 depending on topics and junior standing.

ACFI 621 - Intermediate Financial Accounting I  
Credits: 4  
Examination of the nature and applicability of accounting theory and the conceptual framework of accounting. Development of the capacity to address and resolve issues and problems in financial reporting. Topics include valuation and reporting of current and operating assets, and revenue recognition. Prereq: ADMN 502. Students wishing to repeat ACFI 621 must request and obtain departmental approval.

ACFI 622 - Intermediate Financial Accounting II  
Credits: 4  
Selected topics within financial reporting such as accounting for leases, pensions, stock options, and deferred taxes. Focus on how and why these issues are accounted for in the manner prescribed by current GAAP.

ACFI 640 - Topics in Finance I  
Credits: 2-4  
Special topics; may be repeated for a maximum of 8 credits.

ACFI 640W - Topics in Finance I  
Credits: 2-4  
Special topics approved as Writing intensive may be repeated for a maximum of 8 credits. Topics include: A) Financial Scandals, Upheavals, and Crises.  
Attributes: Writing Intensive Course

ACFI 650 - Wildcat Investment Fund  
Credits: 2  
Students actively manage the Wildcat Fund, a donor-created fund which consists of cash and stocks. During weekly meetings, students present their stock selections to the group and debate the merits of the presented stocks. Trades are then made accordingly. An officer corps is responsible for structuring and coordinating the group. Students in good standing may retake course up to a maximum of 12 credits. Prereq: permission.

ACFI 701 - Financial Policy  
Credits: 4  
Development of analytical tools and practical skills for recognizing and solving complex problems of business finance. Working-capital management, capital budgeting, cost of capital, capital structure, and dividend policy. Prereq: ACFI 570.

ACFI 702 - Investments Analysis  
Credits: 4  

ACFI 703 - International Financial Management  
Credits: 4  
Financial management problems facing multinational firms. Primary focus on effects of currency denominations on financial decisions. Prereq: ACFI 570.

ACFI 704 - Derivative Securities and Markets  
Credits: 4  
Derivative assets and markets, and their role in business decision-making and portfolio management. Emphasis on practical and theoretical aspects of hedging and speculating using futures and options for both commodities and financial assets, including their market mechanics. Prereq: ACFI 570.
ACFI 705 - Financial Institutions  
Credits: 4  
Examination of financial institutions and markets. Emphasis on how institutions create value, the regulatory environment under which they operate, and the role of risk management. Prereq: ADMN 570. Only open to BusAdm: Finance majors. Writing intensive.  
Attributes: Writing Intensive Course

ACFI 706 - Financial Modeling and Analytics  
Credits: 4  
The main objective of the course is to bridge the gap between theory and practice by using software applications and real-world data to solve a variety of financial problems. The course is very 'hands-on' and is expected to help students develop skills that are useful in a variety of jobs in finance, accounting, insurance, and real estate. Prereq: ADMN 570.

ACFI 707 - Equity Analysis and Firm Valuation  
Credits: 4  
This course is intended to provide practical tools for analyzing and valuing a company's equity. Primarily an applications course, it covers several valuation models such as market multiples and free cash flow models, and focuses on the implementation of finance theories to valuation problems. Prereq: ADMN 570.

ACFI 708 - Real Estate Finance  
Credits: 4  
This course provides an introduction to residential and commercial real estate. Topics include market analysis, cash flows, debt and equity financing, valuation, and real estate investment trusts. Case studies, projects, and real world applications of the concepts learned are significant components of the course. Prereq: ADMN 570 or HMGT 655.

ACFI 709 - Mortgage Banking and Fixed Income Securities  
Credits: 4  
This course focuses on bonds and the bond market. While the cash flows of bonds are specified, their valuation is particularly challenging given interest rate movements, embedded optionality, and credit risk. As part of an examination of structured products, the course will examine the process of creating, valuing, and trading mortgages. Further, the course demonstrates the skills needed to manage fixed income portfolios in light of both client specific objectives and the market environment. Prereq: ADMN 570 or HMGT 655 and ACFI 702 or permission.

ACFI 710 - Big Data in Finance  
Credits: 4  
This course serves as an introduction to many aspects of big data utilization, specifically as it applies to finance. Topics typically include high frequency trading, stock market anomalies, data management, fintech innovations, and safety and ethics when working with big data. Programming languages common to finance, such as Stata, SAS, and Python, are learned and used to analyze and manipulate data. Prereq: ADMN 570.

ACFI 720 - Topics in Finance II  
Credits: 4  
Special topics. Prereq: ADMN 570. May be repeated for a maximum of 16 credits.

ACFI 720W - Topics in Finance II  
Credits: 4  
Special topics. Prereq: ADMN 570. May be repeated for a maximum of 16 credits. Writing intensive. Topics include: A) Financial Scandals, Upheavals, and Crises.  
Attributes: Writing Intensive Course

ACFI 723 - Advanced Managerial Accounting Concepts and Applications  
Credits: 4  
Builds on the basic managerial accounting course by continuing the theme of accounting as a management tool. Emphasis is on cost accounting as a source of data for measuring and improving the economic condition of the enterprise. Newly evolving management themes are integrated into the traditional topics of planning and control, cost analysis, overhead allocation, transfer pricing, and decision modeling. Prereq: ADMN 503.

ACFI 724 - Auditing  
Credits: 4  
Philosophy and environment of auditing, with attention to an understanding of the major auditing concepts and objectives and its judgment process. Emphasis on the nature and economic purpose of audits, standards, professional ethics, auditors' legal liability, internal control, and audit evidence. Includes audit procedures, reports, and computer software. Prereq: ACFI 621. Writing intensive.  
Attributes: Writing Intensive Course

ACFI 725 - Financial Statement Analysis  
Credits: 4  
Methods and tools of analysis and interpretation of financial statement data. Use of financial information in a variety of decision making situations including a prediction of corporate earnings, debt ratings, and financial distress; lending decisions; risk analysis; and equity valuations. Prereq: ACFI 621 and senior standing.

ACFI 726 - Introduction to Federal Income Tax  
Credits: 4  
Federal income tax concepts and law applicable to individuals. Coverage includes taxable income and deductions, passive activities, alternative minimum tax, property transactions and compensation. Prereq: ADMN 502.

ACFI 740 - Topics in Accounting II  
Credits: 4  
Special topics. Prereq: ACFI 621 or 723, depending on topics, and senior standing.

ACFI 750 - Internships in Accounting  
Credits: 1-4  
Accounting fieldwork in a business or other type of organization. Supervision provided by the organization, and consultation provided by the faculty sponsor. Written report required. Course credits vary according to the nature of the fieldwork, to be determined by the faculty sponsor. Prereq: seniors in high standing; permission. May be repeated up to a maximum of 12 credits. Cr/F.

ACFI 751 - Internships in Finance  
Credits: 1-4  
Finance fieldwork in a business or other type of organization. Supervision provided by the organization, and consultation provided by the faculty sponsor. Written report required. Course credits vary according to the nature of the fieldwork, to be determined by the faculty sponsor. Prereq: seniors in high standing; permission. May be repeated up to a maximum of 12 credits. Cr/F.

ACFI 752 - Independent Studies in Accounting  
Credits: 1-4  
Student-designed individual research projects, approved by a faculty sponsor. Paper required. Course credits vary according to the nature of the project, to be determined by the faculty sponsor. Prereq: seniors in high standing; permission. May be repeated up to a maximum of 12 credits.
ACFI 753 - Independent Studies in Finance  
Credits: 1-4  
Student-designed individual research projects, approved by a faculty sponsor. Paper required. Course credits vary according to the nature of the project, to be determined by the faculty sponsor. Prereq: seniors in high standing; permission. May be repeated up to a maximum of 12 credits.

ACFI 754 - Honors Seminar in Accounting and Finance  
Credits: 4  
Seminar discussions of advanced readings in accounting and finance. For seniors with standing in the honors program.

ACFI 799 - Honors Thesis/Project in Accounting  
Credits: 4-8  
Supervised research leading to the completion of an honors thesis or project in accounting; required for graduation from the honors program in administration for students in the accounting option. Prereq: permission of director of undergraduate programs and Accounting and Finance department chair.

**Decision Sciences (DS)**

**DS 444 - Meaning of Entrepreneurship**  
Credits: 4  
This course explores the idea and ideals of entrepreneurship, the creating of value through individual initiative, creativity and innovation. The idea of entrepreneurship is of significant relevance in the highly dynamic and competitive 21st century global economy. It is an idea that is important for students to understand and to critically consider and apply. Encourages the development of multiple views of entrepreneurship, and uses a broad, not just business, approach to the study as it engages students in the subject matter. Open to all majors. (Also offered as MGT 444.) Writing intensive.  
**Attributes:** Environment, TechSociety(Disc); Inquiry (Discovery); Writing Intensive Course

**DS 562 - Business Applications Development**  
Credits: 4  
The course focuses on topics related to designing and using information technology in a business setting. Students gain knowledge and skills in application design, development, deployment, and management. A hands-on approach is used, providing students with opportunities to develop and refine their knowledge and skills. The course introduces software engineering concepts using movie metaphors, and students develop fun, socially-relevant three-dimensional animations. Students also gain experience with object oriented programming using the Java programming language. Prereq: ADMN 410.

**DS 598 - Topics in Decision Sciences**  
Credits: 4  
Special topics; may be repeated.

**DS 650 - The Mel Rines Student Angel Investment Fund**  
Credits: 2  
The Mel Rines Student Angel Investment Fund is a cross-disciplinary, undergraduate, student-managed private equity fund. The fund allows students to learn angel and venture capital investment strategies through the first-hand experience of investing in start-up companies. Students evaluate entrepreneur pitches, conduct due diligence projects on potential investments, and work with angel partners. An officer corps is responsible for structuring and coordinating the class. Students in good standing may retake the course up to a maximum of 12 credits. Prereq: permission.

**DS 698 - Topics**  
Credits: 1-4  
Special topics; may be repeated up to a maximum of 12 credits. Prereq: permission.

**DS 741 - Private Equity/Venture Capital**  
Credits: 4  
This course will notably increase knowledge and understanding of the private equity financing market, develop analytical skills in evaluating private equity financing details, learn from the experience of market practitioners, and enhance oral and written presentation skills. Prereq: ADMN 570 and senior standing.

**DS 742 - Internship in Entrepreneurial and Management Practice**  
Credits: 4  
Involves working for leading companies and dynamic entrepreneurs, as well as classroom instruction. The priority experiential, real-world, and real-time learning in the high-growth environment of entrepreneurial ventures. Focus on several topic areas, including venture capital. Prereq: senior standing; permission.

**DS 766 - Business Analytics and Spreadsheet Modeling**  
Credits: 4  
The course focuses primarily on Descriptive and Prescriptive Analytics. Students gain modeling and analysis skills necessary to address a wide variety of business problems. Topics covered include general modeling and analysis principles, principles and practices of good spreadsheet model design, optimization, simulation, decision analysis, and Visual Basic for Applications. Students develop a decision support tool for a real-world problem. Prereq: ADMN 410, ADMN 420.

**DS 768 - Forecasting Analytics**  
Credits: 4  
The course focuses on Predictive Analytics. Businesses and organizations need to be able to forecast effectively in order to make decisions. Students learn the background necessary to develop forecasts for real-world business situations. An applied, hands-on approach is used in the course. Students learn and use SAS to analyze data and fit models. Topics include regression analysis in forecasting, model building, residual checking, analysis of seasonal and cyclical trends, and times series models. Prereq: ADMN 420.

**DS 773 - Database Management and Systems Analysis**  
Credits: 4  
Provides students with the skills necessary to understand the database environment of the firm and a background to develop moderately complex, stand-alone databases. Gives the foundation to study database development in multiuser, client/server environments. Prereq: ADMN 410 and junior standing.

**DS 774 - E-Business**  
Credits: 4  
Covers the concepts, tools, and strategies for understanding the challenges and exploiting the opportunities associated with e-commerce/e-business. Provides an understanding of the technology platform and its components. Additional material covers various models of e-commerce/e-business and its impacts on the firm’s performance. Prereq: ADMN 410 and junior standing. DS 562 or CS 405 is strongly recommended.
DS 775 - Corporate Project Experience
Credits: 4
Provides real-life experience in organizations. Work in groups on information systems and/or projects identified by sponsoring organizations. Integrate concepts and skills learned in prior business and technology courses. Learn project management concepts, work with project management tools, and use presentation techniques. Prereq: senior standing, DS 773, two additional Information Systems & Business Analytics Option courses.

DS 798 - Topics
Credits: 4
Special topics; may be repeated.

Management (MGT)

MGT 444 - Meaning of Entrepreneurship
Credits: 4
This course explores the idea and ideals of entrepreneurship, the creating of value through individual initiative, creativity, and innovation. The idea of entrepreneurship is of significant relevance in the highly dynamic and competitive 21st century global economy. It is an idea that is important for students to understand and to critically consider and apply. The course encourages the development of multiple views of entrepreneurship, and uses a broad, not just business, approach to the study as it engages students in the subject matter. Open to freshmen from all majors. (Also offered as DS 444 in alternating terms). Writing intensive.
Attributes: Environment, TechSociety(Disc); Inquiry (Discovery); Writing Intensive Course

MGT 580 - Introduction to Organizational Behavior
Credits: 4
Application of behavioral science concepts to work settings in profit and nonprofit organizations. Individual settings behavior, interpersonal relations, work groups, relations among groups studied in the context of organizational goals and structure. Experiential focus. For non-business administration majors and minors. No credit for students who have had ADMN 575.

MGT 598 - Topics
Credits: 4
Special topics; may be repeated.

MGT 614 - Organizational Leadership and Structure
Credits: 4
How structural characteristics in an organization (e.g., the design of roles, reporting relationships, coordinating mechanisms, communication systems, and processes, etc.) affect whether leader actions and choices enable or prevent high performance. An open systems framework is used to assess how reactions to change occurring inside and outside an organization determine whether individuals, groups, and organizations position themselves to adapt, grow and develop, or decline. Examination of individual roles in organizations. Prereq: ADMN 575.

MGT 647 - Business Law I
Credits: 4
Law of contracts, agency, sales, negotiable instruments, real and personal property, partnership and corporations, with application of the Uniform Commercial Code. Prereq: Junior standing, ECON 401, ECON 402, and ADMN 420.

MGT 701 - Business, Government, and Society
Credits: 4
Managerial problem solving and decision making relative to economic, ethical, legal, political, social, and technological aspects of an organization’s environment. Case discussion, stakeholder analysis, managerial values and ethics, and social issues management are important course components. Open to WSBE majors only. Prereq: ADMN 575; at least two of ADMN 570 or ADMN 580 and ADMN 585.

MGT 713 - Leadership Assessment and Development
Credits: 4
Activities and exercises to help students determine their ideal job upon graduation as well as their career goals for the next three to five years. Students learn a matrix of key leadership behaviors and skills that distinguish high-performing managers and executives. Each student's behavior is assessed using this model so that students can determine the leadership behaviors and skills they most need to develop to meet their early career goals. Faculty assist students in developing a personal leadership development plan to focus professional energy, efforts, and achievements over the next three to five years. Prereq: ADMN 575.

MGT 732 - Exploration in Entrepreneurial Management
Credits: 4
Examines the management of change and innovation, especially the role of entrepreneur in managing new ventures. Uses case analysis, guest speakers, and business plan preparation to study the characteristic behavioral, organizational, financial, and marketing problems of entrepreneurs and new enterprises. Prereq: ADMN 570, ADMN 575, and ADMN 585. Writing intensive.
Attributes: Writing Intensive Course

MGT 742 - Internship in Entrepreneurial and Management Practice
Credits: 4
Involves working for leading companies and dynamic entrepreneurs, as well as classroom instruction. The priority experiential, real-world, and real-time learning in the high growth environment of entrepreneurial ventures. Focuses on several topic areas, including venture capital. Prereq: senior standing; permission. (Also listed as DS 742.)

MGT 755 - International Management
Credits: 4
Develops an understanding of international ventures and partnerships from the viewpoint of management, leadership, human resource management, and organizational structure and strategy. Emphasizes the impact of culture on business practices and on interpersonal skills and global perspectives needed for personal effectiveness in international and multicultural environments. Prereq: ADMN 575. Writing intensive.
Attributes: Writing Intensive Course

MGT 798 - Topics
Credits: 4
Special topics; may be repeated. Prereq: permission.

MGT 798W - Topics
Credits: 4
Special topics; may be repeated. Prereq: permission. Writing intensive.
Attributes: Writing Intensive Course
Marketing (MKTG)

MKTG 550 - Survey of Marketing
Credits: 4
Focusses on marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives. For business administration majors and non-business administration majors. No credit for students who have had ADMN 585 or HMGT 600.

MKTG 555 - Promotion and Advertising
Credits: 4
Focuses on advertising and promotions while providing coverage of other marketing communication tools (direct marketing, point-of-purchase, personal selling, public relations). Examines both traditional and electronic/digital approaches to advertising and promotions as means to reach audiences with messages that support the organization's goals. Prereq: MKTG 550.

MKTG 559 - Foundations of Personal Selling
Credits: 4
The Foundations of Personal Selling combines heavy experiential learning with the academic principles of relationship selling to prepare students for the professional world. Students learn personal selling as they develop an understanding of, and appreciation for, applying the consultative sales process through partnering with customers. This course is ideal for those exploring a career in sales or simply interested in knowing how to sell their own strengths.

MKTG 598 - Topics in Marketing
Credits: 1-4
Special topics covering a variety of marketing principles. Topics may include promotion and advertising; retail and retail management; sales and sales management. Certain topics may have pre- or co-requisite courses. May be repeated up to 12 credits. Certain topics may have a special fee.

MKTG 598T - Topics in Marketing/Study Away
Credits: 1-4
Study away. May be repeated up to 12 credits. Special fee. Co-requisite: INCO 589

MKTG 750 - Marketing Strategy
Credits: 4
An integrative marketing course designed to provide the student with a cohesive understanding of marketing decision making through the exploration of marketing problems with an emphasis on qualitative analysis as well as strategy formulation. Through the use of case studies, the course is designed for students who want to learn and apply what they learn, and thus emphasizes both the understanding and the application of concepts and practices in marketing strategy. Prereq: ADMN 585. MKTG 752 and/or MKTG 753 are recommended.

MKTG 752 - Marketing Research
Credits: 4
Understanding fundamental concepts, tools, and methods used in conducting a marketing research study. Taking general managerial problems and structuring them in terms of specific questions amenable to research. Developing a competence in designing and conducting common qualitative and quantitative research (e.g., survey research). Students will learn various statistic techniques commonly used in marketing research and be able to use these analyses to provide managerial recommendations. Prereq: ADMN 585 or HMGT 600.

MKTG 753 - Consumer/Buyer Behavior
Credits: 4
Covers concepts, models, and theories from the behavioral sciences applied to consumer decision making and purchasing behavior. Examines consumer behavior from economic, psychological, sociological, and anthropological perspectives. Topic coverage includes discussion of marketing strategies and tactics to understand and influence consumer choice. Prereq: ADMN 585 or HMGT 600. Writing intensive. Attributes: Writing Intensive Course

MKTG 756 - International Franchising
Credits: 4
Designed to provide an understanding of franchising as a system of distribution and business expansion. Franchising is studied from both the perspectives of the franchise and the franchiser. In addition, economic, financial, and legal issues associated with franchising are covered. By the end of the course, students have skills and sources of information that permit sound assessment of the business opportunities available in franchising. Prereq: ADMN 585 or HMGT 600. (Also offered as HMGT 756.)

MKTG 757 - Integrated Marketing Communication
Credits: 4
Provides balanced coverage of all marketing communication tools: advertising, sales promotion, public relations, direct marketing, personal selling, POP, packaging, sponsorships, licensing, and customer service. Emphasizes the integration of these tools to send target audiences a consistent, persuasive message that promotes the organization's goals. Prereq: ADMN 585 or HMGT 600.

MKTG 759 - The Business of Sales
Credits: 4
The Business of Sales combines heavy experiential learning with the academic principles of relationship selling to prepare students for the professional world. Students learn personal selling skills as they develop an understanding of, and appreciation for, applying the consultative sales process through partnering with customers. This course builds on the core business curriculum to help shape and present compelling value proposals. It is ideal for those exploring a career in sales or simply interested in knowing how to sell their own strengths.

MKTG 760 - International Marketing
Credits: 4
Environmental factors affecting international trade: culture and business customs, political and legal factors and constraints, economic and technological development, and the international monetary system. Integration of these with the marketing management functions of market research and segmentation; product, promotion, distribution, and pricing decisions. Prereq: ADMN 585 or HMGT 600.

MKTG 762 - Marketing Workshop
Credits: 4
This course is open only to senior marketing option students and serves as their capstone learning experience. Students work in small teams on a real-world marketing problem given to them by outside businesses, non-profits, or government agencies. The teams conduct extensive field research, formulate strategy, and then implement, or test marketing campaign ideas and programs. Prereq: Senior standing; at least two of MKTG 752, MKTG 753, and MKTG 763. Writing intensive. Attributes: Writing Intensive Course
MKTG 763 - Marketing Analytics
Credits: 4
Marketing Analytics introduces students to the fascinating world of marketing analytics. It provides a broad perspective on product, consumer, marketing-mix, and digital analytics areas. It blends the art and science of marketing and orients students to the systematic use of data and empirical models, which enhance the decision-making of a company about its customers, competitors, and the industry. Prereq: ADMN 585 or HMGT 600. Pre- or Coreq: ADMN 580.

MKTG 764 - New Product Development
Credits: 4
Tactical and strategic issues concerned with the development and marketing of product and service innovations. Equips students with the concepts, tools, and approaches useful in the development, management, and marketing of products and services. Provides an integrated experience of the process of uncovering customer problems, understanding these problems, and providing superior solutions. Prereq: ADMN 585 or HMGT 600.

MKTG 765 - Applications in Digital Marketing
Credits: 4
This class will introduce students to the different disciplines that make up digital marketing in order to better prepare them for roles as either digital marketing generalists (where they will need to appreciate and possess a broad understanding of these disciplines), or as digital marketing specialists, (where they will need to focus on and master one of these disciplines). Prereq: ADMN 585.

MKTG 798 - Topics
Credits: 4
Special topics; may be repeated. Prereq: ADMN 585 OR HMGT 600. Special fee on some topics.

MKTG 798T - Topics/Study Away
Credits: 4
Special topics study away; may be repeated. Prereq: ADMN 585 or HMGT 600. Special fee.
Co-requisite: INCO 589

MKTG 798W - Topics
Credits: 4
Special topics; may be repeated. Prereq: ADMN 585 or HMGT 600. Writing intensive.
Attributes: Writing Intensive Course

Faculty
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