

# PROGRAMS AND COURSES OF THE GRADUATE SCHOOL OF MANAGEMENT

## GRADUATE SCHOOL OF MANAGEMENT

### DEANS OFFICE

*Keyes Dean:* Salchenberger  
*Executive Associate Dean:* McGibany  
*Associate Dean for Graduate School of Management:* Simmons  
*Assistant Dean for Undergraduate Programs:* Terrian  
*Admissions Coordinator:* Leutermann  
*Director of Student Services:* Nelson

### DEPARTMENT CHAIRS

*Accounting:* Akers  
*Economics:* Clark  
*Finance:* Peck  
*Management:* Maranto  
*Marketing:* Akhter

### DIRECTORS/APPOINTMENTS

*Applied Investment Management:* Krause  
*Assistant Chairperson of Management:* Srivastava  
*Career Management:* Stankowski  
*Center for Global and Economic Studies:* Daniels, Toumanoff  
*Coleman Chairholder in Entrepreneurship:* Stewart  
*EMBA Program:* Simmons  
*External Relations:* Bernhard  
*Donald Flynn Chair:* Giacomino  
*Golden Angels Network:* Keane  
*Charles T. Horngren:* Akers  
*International Business Studies:* Hosseini  
*Kohler Center for Entrepreneurship:* Keane  
*Robert B. Bell, Sr. Chair in Real Estate:* Eppli  
*Real Estate Programs:* Truog  
*Reverend Chaplain:* Bieganowski, S.J.  
*Center for Supply Chain Management:* Fisher  
*Professor:* Akers, Akhter, Andrews, Bausch, Brownlee (Emeritus), Brush, Chowdhury, Clark, Cotton, Daniels, Danner (Emeritus), Doney (Emeritus), Durvasula, Eppli, Giacomino, Keaveny, Laczniak, Lysonski, Nourzad, Probst (Emeritus), Salchenberger, Smiley (Emeritus)  
*Associate Professor:* Bauer, Breeden, Crane, Garrett, Hosseini, Hunter, Inderrieden, Kaiser, Kutner, Maranto, McGibany, Naples, O'Neill, Peck, Pennington-Cross, Rehbein, Robinson, Seifert, Srivastava, Stewart, Syam, Toumanoff, Trebby, Yahr  
*Assistant Professor:* Adya, Arena, Braga-Alves, Chintakananda, Cotteleer, DeWally, Fisher, Griffin, Kim, Lee, Ling, Mascha, Miller, Ow, Prucyk, Simmons, Stankowski, Wang, Yakusheva  
*Visiting Assistant Professor:* Kohls  
*Adjunct Assistant Professor:* Collins, Dole, Krause  
*Instructor:* Terrian  
*Adjunct Instructor:* Ennis, Gruber, Kren, Muraski, Nanning, Rau, Schwiesow, Voelker  
*Note:* Faculty members and their ranks are for the 2008–2009 academic year.

### DEGREES OFFERED

Master of Business Administration (M.B.A.), including the Executive M.B.A. program  
Master of Science in Accounting (M.S.A.)  
Master of Science in Applied Economics (M.S.A.E.)  
Master of Science in Engineering Management (M.S.E.M.)  
Master of Science in Healthcare Technologies Management (M.S.)  
Master of Science in Human Resources (M.S.H.R.)  
Certificate in Entrepreneurship (C.E.R.T.)

### SATISFACTORY PERFORMANCE

All students enrolled in Graduate School of Management courses are subject to the standards stated within the Graduate School of Management including, but not limited to degree, non-degree, exchange students and others taking GSM courses. All students must maintain professional behavior at all times. All students are expected to maintain satisfactory performance in their progress toward their degree. Accordingly, the graduate program director reviews all student grades at the end of each academic session. This review includes all work that was attempted as well as completed. Students are expected to maintain a grade point average of 3.000 or above in all classes and overall for satisfactory performance in and graduation from the M.S.A., the M.B.A., the M.S.A.E., the M.S.H.R., the M.S.E.M., or the M.S. in HCM program. Students that have below average or unsatisfactory work will be sent official notification from the Graduate School of Management. In addition to academic performance, students are expected to display the highest levels of personal and professional integrity as they interact with the university, faculty, staff, and one another. Serious breaches of integrity may subject the student to disciplinary action, including expulsion from the university. (See Academic Review for detailed information.)

## ACCOUNTING (ACCO)

### DEGREE OFFERED

Master of Science in Accounting, Plan B  
Non-Thesis option only.

### PROGRAM DESCRIPTION

The master of science in accounting (M.S.A.) program is designed to provide students with the broad range of skills that successful accounting professionals need in today's complex and changing business environment. Courses emphasize technical knowledge in the functional areas of accounting, stress communication skills, and promote awareness of the accountant's ethical and social responsibilities. The M.S.A. program meets the American Institute of Certified Public Accountants (AICPA) requirement for individual membership in that organization, and eligibility to take the CPA examination. The M.S.A. program is accredited by the Association for the Advancement of Collegiate Schools of Business (AACSB-International) and

reflects the high standards and expectations of that accreditation.

### PREREQUISITES FOR ADMISSION

Admission to the M.S.A. program requires: a) a four-year bachelor's degree from an accredited college or university with a major in accounting or equivalent undergraduate course work; b) an acceptable record of academic achievement at the bachelor's level and in any previous graduate course work; c) acceptable scores on required admission tests; and d) an overall composite profile of admission data (including an evaluation of previous work experience) that predicts success in the program.

### APPLICATION REQUIREMENTS

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). Then click on *Apply Now*.

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Official test scores from the Graduate Management Admission Test (GMAT).
5. Resume or job profile.
6. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
7. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

*Note:* Temporary non-degree applicants (admission valid for one term only) must submit all of the above, except the GMAT scores.

Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one semester only. Temporary non-degree status students are not eligible to continue taking M.S.A. classes beyond one semester without degree admissions. Typically, non-degree admission is not recommended in the M.S.A. program.

All application material should be sent to: Graduate School of Management; David A. Straz, Jr., Hall Executive Center, Suite 275; Marquette University; P.O. Box 1881, Milwaukee, WI 53201-1881

## BACHELOR'S-MASTER'S PROGRAM

This five-year program allows students to earn both their master of science in accounting (M.S.A.) and an undergraduate degree from the College of Business Administration. Undergraduate students begin their graduate work in their senior year by taking two graduate level courses.

These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.A. program, the courses will be counted toward the undergraduate degree only. Upon completion of the first term as

a master's candidate, the student must petition their Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their senior year at Marquette University, complete all of the application requirements as listed above, and indicate on their application that they are applying for the five-year program. For information, contact the Accounting Department at (414) 288-7340, or send an e-mail to james.trebby@marquette.edu.

## MASTER'S REQUIREMENTS

The M.S.A. program requires a minimum of 30 credit hours: 18 hours of accounting courses (nine hours required and 9-12 hours of electives) and 9-12 hours of non-accounting courses.

The course work involves six functional areas of accounting: financial, managerial, taxation, systems, auditing, and governmental/not-for-profit.

## M.S.A. PROGRAM DETAILS

### REQUIRED COURSE WORK

#### Accounting

- ACCO 6511 Taxation of Corporations and Partnerships
- ACCO 6520 Corporate and Not-for-profit Reporting and
- ACCO 6570 Auditing: Ethical, Legal, Professional, and Reporting Responsibilities or
- ACCO 6535 Fraud Examination

### ELECTIVE COURSE WORK

#### Accounting

##### (9-12 credit hours required)

- ACCO 5040/
- ACCO 6040 International Accounting
- ACCO 5045/
- ACCO 6045 International Taxation
- ACCO 5050/
- ACCO 6050 Accounting Information Systems
- ACCO 5080/
- ACCO 6080 Analysis of Corporate Financial Statements
- ACCO 5119/
- ACCO 6119 Tax Research
- ACCO 6512 State and Local Taxation
- ACCO 6525 Governmental Accounting
- ACCO 6530 Advanced Cost Management
- ACCO 6535 Fraud Examination
- ACCO 6590 Accounting Theory
- ACCO 6931 Topics in Accounting
- ACCO 6953 Seminar in Accounting

#### Business

##### (9-12 credit hours required)

Select from other graduate-level business/GSM courses or, with the permission of the program director, other graduate-level non-business courses excluding ACCO 6000, ECON 6000, MANA 6000, MANA 6001, and ACCO 6100, ACCO 6180, BULA 6110 and MANA 6170.

## COURSE DESCRIPTIONS

### ACCO 5040. International Accounting

3 sem. hrs.

An overview of managerial and financial accounting issues faced by multinational corporations or firms involved in international business. Issues include the diversity of worldwide accounting principles and the prospects for uniform international accounting standards, foreign currency transactions and translation, inflation, various technical accounting methods and the implications of their application, financial disclosures, analysis of financial statements, auditing, investment analysis, risk management, management information systems, performance evaluation, methods of financing, transfer pricing, and taxation.

*Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 5045. International Taxation

3 sem. hrs. U.S. Taxation of international transactions and foreign taxpayers. A study of the U.S. and foreign taxation of international commercial transactions involving U.S. and foreign taxpayers, including the taxation of income of U.S. taxpayers operating abroad through branches and subsidiaries; the U.S. foreign tax credit provisions; cross-border asset transfers and related intercompany pricing issues; the U.S. taxation of non-resident individuals, partnerships, associations and foreign corporations; and bilateral and multilateral-income tax treaties.

*Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 5050. Accounting Information

Systems 3 sem. hrs.

Substantial hands-on involvement in computing capabilities which enable accountants to be more productive and to provide better service to clients and management. Applications in cost behavior, cost analysis, cost estimating, cost allocations, budgeting, profit planning, capital budgeting, and the expert systems. Examination of various approaches to the computerization of transaction processing cycle, using suitable software package, with special emphasis on the problems of internal control. EDP auditing and the accountant's role in the systems development cycle. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 5080. Analysis of Corporate Financial Statements

3 sem. hrs.

Provides experience in reading, interpreting, and analyzing corporate financial statements. Specific attention is given to the evaluation methods necessary to assess a firm's short-term liquidity, long-term solvency flows, capital structure, return on investment, operating performance, and asset utilization. Effects of alternative accounting methods and footnote disclosures. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 5119. Tax Research

3 sem. hrs.

The objective of this course is to assist in the development of essential tax research skills and their application in the prevailing federal tax environment. The student will learn how to find tax authority, evaluate the efficacy of that authority, and apply the results of the research to a specific situation.

*Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 6040. International Accounting

3 sem. hrs.

Overview of managerial and financial accounting issues faced by multinational corporations or firms involved in international business. Issues include

diversity of worldwide accounting principles and prospects for uniform international accounting standards, foreign currency transactions and translation inflation, technical accounting methods and the implications of their application, financial disclosures, analysis of financial statements, auditing, investment analysis, risk management, management information systems, performance evaluation, methods of financing, transfer pricing, and taxation.

*Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 6045. International Taxation

3 sem. hrs. U.S. Taxation of international transactions and foreign taxpayers. A study of the U.S. and foreign taxation of international commercial transactions involving U.S. and foreign taxpayers, including the taxation of income of U.S. taxpayers operating abroad through branches and subsidiaries; the U.S. foreign tax credit provisions; cross-border asset transfers and related intercompany pricing issues; the U.S. taxation of non-resident individuals, partnerships, associations and foreign corporations; and bilateral and multilateral income tax treaties.

*Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 6050. Accounting Information Systems

3 sem. hrs. Substantial hands-on involvement in computing capabilities which enable accountants to be more productive and to provide better service to clients and management. Applications in cost behavior, cost analysis, cost estimating, cost allocations, budgeting, profit planning, capital budgeting, and expert systems. Examination of various approaches to the computerization of the transaction processing cycle, using a suitable software package, with special emphasis on the problems of internal control. EDP auditing and the accountant's role in the systems development cycle. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 6080. Analysis of Corporate Financial Statements

3 sem. hrs. Provides experience in reading, interpreting, and analyzing corporate financial statements. Specific attention is given to the evaluation methods necessary to assess a firm's short-term liquidity, long-term solvency flows, capital structure, return on investment, operating performance, and asset utilization. Effects of alternative accounting methods and footnote disclosures. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 6119. Tax Research

3 sem. hrs. Development of essential tax research skills and their application in the prevailing federal tax environment. The student will learn how to find tax authority, evaluate the efficacy of that authority, and apply the results of research to a specific situation. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

### ACCO 6180. Financial Statement Analysis

3 sem. hrs.

Focuses on how accounting information is used for making managerial decisions. Includes an overview of financial statement analysis, student preparation of written analytical reports and the use of analytical and cash flow techniques. Group projects, oral presentations and the use of technology are all included. *Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS; ACCO 6100 or cons. of M.B.A. prog. dir.*

**ACCO 6511. Taxation of Corporations and Partnerships** 3 sem. hrs.

Partnership and corporation income tax laws studied for proper treatment of various types of income, deductions, the consequences of ownership interests and the application of various tax rates to taxable situations. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 6512. State and Local Taxation** 3 sem. hrs.

Taxable incidents and multiple taxation under the Commerce Clause of the United States Constitution; current tax developments under the Import-Export clause of the United States Constitution; allocation and apportionment formulas; and multi-state tax compact. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 6520. Corporate and Not-for-Profit Reporting Issues** 3 sem. hrs.

Study of business combinations (mergers, consolidations, and acquisitions of net assets of common stock). Construction of consolidated financial statements, including analysis of inter-company transactions. Introduction of international accounting issues. Accounting for colleges and universities and health care, voluntary health and welfare, and other not-for-profit organizations. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 6525. Governmental Accounting** 3 sem. hrs.

Study of accounting principles for state and local governmental units as promulgated by the Governmental Accounting Standards Board and the related financial reporting and disclosure requirements. Examination of objectives of financial reporting of these entities and the theoretical structure underlying these principles. Introduction to federal government accounting and audits of governmental units. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 6530. Advanced Cost Management** 3 sem. hrs.

Develops an understanding of accounting as a financial information system. Cost accounting is designed to structure financial information so as to assist management in decision making. As a result, course has a decision orientation which is important for students who seek careers in either profit-motivated or not-for-profit organizations. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 6535. Fraud Examination** 3 sem. hrs.

An analysis of how and why fraud is committed, how fraudulent conduct can be deterred and how allegations of fraud should be investigated and resolved. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 6570. Auditing: Ethical, Legal, Professional and Reporting Responsibilities** 3 sem. hrs.

Focuses on major issues in auditing not addressed in an undergraduate auditing and assurance course. Specific attention is given to the Finance, Inventory, Property, Plant and Equipment and Payroll cycles of the audit engagement, corporate governance, Sarbanes-Oxley Act as well as in-depth coverage of audit reporting, review and compilation reports. A major component of the course is the conduct and presentation of the results of an operational audit. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 6590. Accounting Theory** 3 sem. hrs.

Analysis of the theoretical structure underlying financial accounting. Emphasis directed toward its development from both normative and descriptive approaches. Relates accounting theory to the basic financial statements and to selected topical areas. Examination of current issues under study by Financial Accounting Standards Board. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 6931. Topics in Accounting** 1-3 sem. hrs.

Elective course. Topics will vary. *Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir. Prerequisites may vary on a course by course basis.*

**ACCO 6953. Seminar in Accounting**

2-3 sem. hrs.  
*Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir. Prerequisites may vary on a course by course basis.*

**ACCO 6995. Independent Study in**

**Accounting** 1-3 sem. hrs.  
*Prereq: Admitted to the graduate ACCO program; or cons. of M.S.A. prog. dir.*

**ACCO 9970. Graduate Standing Continuation: Less than Half-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

**ACCO 9976. Graduate Assistant Research: Full-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

## BUSINESS ADMINISTRATION (BUAD)

### DEGREE OFFERED

Master of Business Administration, Plan B Non-Thesis option only; Certificate in Entrepreneurship.

### PROGRAM DESCRIPTIONS

#### MASTER OF BUSINESS ADMINISTRATION

The objective of the M.B.A. program at Marquette University is to provide students with a broad professional education in preparation for responsible managerial positions in business, public service, or education. The program is built upon the foundations of quantitative analysis, behavioral sciences, economics, and management theory.

Emphases of the program include an understanding of business problems and the development of managerial skills. The M.B.A. program is accredited by the Association for the Advancement of Collegiate Schools of Business (AACSB—International) and reflects the high standards and expectations of that accreditation.

#### CERTIFICATE IN ENTREPRENEURSHIP

The same skill set that is needed to create a business - innovation, entrepreneurship, and business acumen developed within a context of social responsibility - is needed to succeed and lead in any business or nonprofit organization. Students in all disciplines who start or work in entrepreneurial

business during their careers will be more able to carry forward the University's mission if their academic experience has included exposure to entrepreneurial practices.

Students who complete the program will:

a) demonstrate entrepreneurial thinking as it applies to their chosen discipline by successfully completing a practicum in which they apply principles of innovation to a project or develop an idea for a new business outside of the practicum, b) understand what it takes to start a new venture, including the basics of finance, marketing and management for a new and growing business, c) learn how to identify their personal strengths as an entrepreneur and how to build an effective leadership team for a new business and d) establish connections with the entrepreneur community within their profession.

Certificates will be granted as "Certificate in Entrepreneurship".

Students are required to have a 4-year, undergraduate degree from an accredited and approved institution that fits our current standards of admission to a graduate business degree program. The candidate is not required to take the GMAT or GRE to earn the graduate certificate.

Applicants for the Certificate program will apply online via our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). Then click on *Apply Now*.

1. A completed application form and fee.
  2. Essay questions on the application form.
  3. Official transcripts from all current and previous colleges/universities except Marquette.
  4. Resume or job profile.
  5. Interview with program director.
- (Students will be asked to provide a business plan or idea prior to the interview.)

All application materials should be sent to: Graduate School of Management; David A. Straz, Jr., Hall Executive Center, Suite 275; Marquette University; P.O. Box 1881; Milwaukee, WI 53201-1881.

Students would need to take the GMAT or GRE, if appropriate, (see individual program requirements) if they apply for a graduate business degree within 5 years of certificate completion. A maximum of six credits from the certificate program, completed within the last five years, in which the student earned a B or better grade, could transfer to a degree program as appropriate, subject to University policy and credit limits.

Transfer credits are not accepted for the Certificate program.

Students have 3 years to complete the Certificate program.

### M.B.A. PREREQUISITES FOR ADMISSION

Admission to the M.B.A. program requires: a) a four-year bachelor's degree from an accredited college or university; b) an acceptable record of academic achievement at the bachelor's level and in any previous graduate course work; c) acceptable scores on required admission tests; and d) an overall composite profile of admission data (including an evaluation of previous work experience) that predicts success in the program.

### SPECIALIZATIONS

A specialization is not required in the M.B.A. program, and earning a specialization does not alter, in any way, the degree awarded. For those interested, however, specializations are available in several areas of study: Economics, Finance, Human Resources, International Business, Management Information Systems, Marketing, and Operations

and Supply Chain Management. The specialization is noted on the student's official university transcript. To earn a specialization, a student, in addition to meeting all requirements for foundation and core course work, must take their electives from among the prescribed courses approved for the chosen specialization. A comprehensive list of approved specializations and the requisite course work is available from the M.B.A. program director or via our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). The student must earn a grade of B or above in each of the prescribed electives, and all electives applied toward a specialization must be taken at Marquette University.

Graduates of the M.B.A. program may pursue a specialization within five years of graduation. To obtain additional information regarding this opportunity, contact the M.B.A. office at (414) 288-7145 or e-mail [MBA@marquette.edu](mailto:MBA@marquette.edu).

## M.B.A. APPLICATION REQUIREMENTS

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). Then click on *Apply Now*.

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Official test scores from the Graduate Management Admission Test (GMAT).
5. Resume or job profile.
6. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
7. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

*Note:* Temporary non-degree applicants (admission valid for one term only) must submit all of the above, except the GMAT scores.

Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one semester only. Temporary non-degree status students are not eligible to continue taking M.B.A. classes beyond one semester without degree admission. Typically, non-degree admission is not recommended in the M.B.A. program.

All application materials should be sent to: Graduate School of Management; David A. Straz, Jr., Hall Executive Center, Suite 275; Marquette University; P.O. Box 1881; Milwaukee, WI 53201-1881.

## OFF-CAMPUS PROGRAMS

The M.B.A. program currently offers the M.B.A. program at two off-site locations: Kohler, Wisconsin and Waukesha, Wisconsin. Although the programs have some collaboration with local companies, students from all companies are welcome to apply. Admission to these programs is for fall only. As a 'lock-step – cohort group' there are ideally no new entries into the program once the group has matriculated. Students will take all classes together from matriculation to graduation. Classes meet one night a week each fall, spring and summer term. Currently, the Kohler program is completed in 33 months, and the Waukesha program is completed in 28 months. If a student is unable to continue with the group, he/she can transition to the on-campus program at

the Marquette University campus. For additional information on either program, contact the M.B.A. office at (414) 288-7145, e-mail [MBA@marquette.edu](mailto:MBA@marquette.edu), or visit our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm).

## JOINT PROGRAMS OF STUDY

### M.B.A.-J.D. DEGREE

The Graduate School of Management, in conjunction with the Law School, offers a program of joint study leading to an M.B.A. degree and a juris doctor degree. Students seeking admission to the joint program must apply to both the Graduate School of Management and the Law School and must meet the admission requirements for each. Students start this joint program as a law student. Upon completion of the law program, students will be officially admitted to the M.B.A. program for completion of the remainder of the joint program.

Joint program students complete 81 credit hours in the Law School and 28 graduate business credit hours beyond required foundation courses in the M.B.A. program. Up to 21 hours of an M.B.A.-J.D. student's course work will count jointly toward both degrees (12 hours of Law School credits may be applied to M.B.A. requirements and as many as 9 hours of M.B.A. credits may be applied to J.D. elective requirements). All transfer courses from the Marquette University Law School must have a C or above grade. Joint program students must maintain a 3.00 grade point average to graduate with the M.B.A. degree. LAWG 7157 Current Issues in Intellectual Property and Technology Law (Computer Law topic) or LAWG 7236 Internet Law is encouraged for all students pursuing joint M.B.A.-J.D. degrees. LAWG 7157 and LAWG 7236 may satisfy both an elective in the law program and will satisfy the IT/e-Business Core Elective requirement. Students are strongly encouraged to seek advising from both programs.

A specialization in sport business is available to students admitted to the joint M.B.A.-J.D. programs. Twelve credits of specific law courses will apply toward the M.B.A. degree. Students must take Amateur Sports Law, Professional Sports Law, and either two sports law workshops or one additional sports law workshop and the one credit Topics in Advanced Legal Research - Sports Law, along with Internet Law or Computer Law, which will also satisfy the M.B.A. IT/e-Business Elective Core requirement.

In general, joint program students will pay tuition at the full-time (flat tuition) Law School rate while a full-time law student, regardless of whether or not they are taking additional graduate courses. Upon receiving the juris doctor degree, joint program students will pay Graduate School of Management tuition at the per credit rate for graduate courses. Part-time law students will pay the per credit Law School rate for all courses.

### HEALTHCARE TECHNOLOGIES MANAGEMENT (HCTM)

The Healthcare Technologies Management Program is a collaborative effort between Marquette University and the Medical College of Wisconsin that combines education in business and biomedical engineering. The objective of this master's program is to educate professionals capable of managing the design, development, commercialization, and regulatory compliance of diagnostic and therapeutic medical devices, and the implementation, utilization, and assessment of hospital-based healthcare technologies.

Healthcare institutions, medical device companies, and healthcare consulting firms have a growing need for skilled professionals with technical and managerial skills, and an understanding of healthcare delivery and regulatory environments. Graduates of the program will have the education and skills needed to pursue career opportunities in clinical, industrial, and consulting environments. The program meets the needs of recent undergraduates seeking an advanced degree as well as employed engineers interested in opportunities to prepare for career advancement.

Elective courses, independent study projects, and internship opportunities enable students to customize their training to meet individual needs, interests, and career goals. With the assistance of a faculty and industry/clinical adviser, students are required to design and complete an applied biomedical engineering project. This independent study/internship experience will help develop skills that will be useful in the clinical or industrial environment.

The course offerings and schedules are designed to allow working students to pursue this M.S. degree on a part-time basis. Full-time students can complete the program in three terms (12 months). Course topics include technology assessment, ethics of technology utilization, standards and regulations, product development, and the environment of healthcare delivery. Topics of study include health care technology assessment, development, and evaluation, ethics of technology utilization, and outcomes and medical effectiveness research.

Additional details concerning the master of science degree in healthcare technologies management are listed under the Graduate School section of this bulletin.

### M.B.A.-M.S.N. DEGREE

The Graduate School of Management, in conjunction with the College of Nursing, offers a program of joint study leading to an M.B.A. degree and an M.S.N. degree with a specialization in Health Care Systems Leadership. Students seeking admission to the joint program apply to both programs and must meet the admission requirements for both the M.B.A. and M.S.N. programs. However, official test scores from the Graduate Management Admission Test (GMAT) may substitute for the GRE admission requirement in the College of Nursing. Because students are officially admitted into only one Marquette University graduate program at a time, applicants must indicate which program they intend to pursue and complete first, although once accepted for admission to both programs, students may take courses from both departments. Upon completion of the first program, the student will be officially admitted to the second program for completion of the remainder of the joint program.

The application for the Graduate School of Management is online via our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). Then click on *Apply Now*. The Graduate School also has an online application to the Nursing program.

Joint program students complete a total of 60 credits, including 6 credits of M.B.A. foundation courses (ACCO 6000, ECON 6000, MANA 6000), 12 credits of nursing core courses (NURS 6000, NURS 6007, NURS 6009, NURS 6010), 24 credits of M.B.A. core courses (ACCO 6100, ECON 6100, FINA 6100, MANA 6100, MANA 6240, MARK 6100, OSCM 6100, a quantitative methods course [see M.B.A. elective core options], and 18 credits of health care systems leadership courses (HEAL 6820, HEAL 6841, HEAL 6846, HEAL 6848, NURS 6852,

NURS 6853). A comprehensive examination in the nursing content area is required. MANA 6240, Strategic Management in a Global Economy, serves as the final integrating experience for the business content area. MANA 6240 may be taken only after completing all other core course requirements.

### M.B.A.-M.A. DEGREE

The Graduate School of Management, in conjunction with the Department of Political Science, offers a program of joint study leading to a master of business administration (M.B.A.) degree and a master of arts (M.A.) degree with a focus on political science or international affairs. The program is designed for students whose interests overlap business and politics or business and international affairs. Joint degree students are able to complete both degree programs in less time than if both degrees were pursued separately.

Students seeking admission into the joint degree program must submit to the Graduate School and Graduate School of Management separate applications for admission to both programs, including two sets of required documentation, and must meet the admission requirements of each program. The Graduate School of Management requires the GMAT test scores. Both programs in political science and international affairs will accept GMAT scores in lieu of GRE scores. Acceptance into one program does not guarantee acceptance into the other. If a student is accepted into one program and not the other, the student can still choose to accept the admission offer from the first program but would not be considered a joint degree student. Because students are officially admitted into only one Marquette University graduate program at a time, applicants must indicate which program they intend to pursue and complete first, although once accepted for admission to both programs, students may take courses from both departments. Upon completion of the first program, the student will be officially admitted to the second program for completion of the remainder of the joint program.

The application for the Graduate School of Management is online via our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). Then click on *Apply Now*. The Graduate School also has an online application to the Political Science and International Affairs programs.

Joint degree students count 9 credits of course work in each program toward the required course work credits of the other program. Thus, 9 of the 40 credits required for the master of business administration degree beyond foundations, if required, will come from POSC courses, and 9 of the 30 credits required for the master of arts degree in political science or in international affairs will come from GSM courses.

The number of required credit hours for the master of business administration degree might be as high as 50 credit hours if the student is not exempted from foundation courses on the basis of undergraduate studies.

Students must identify the courses being applied toward both degrees prior to completion of the programs by contacting their advisers in both programs.

## CERTIFICATE REQUIREMENTS

All certificate students are required to take 15-16 hours of coursework at Marquette University. Certificate students would take 3 core entrepreneurship courses offered by the business school and choose up to two courses in a professional area such as business or engineering. All students are required to complete:

Finance Fundamentals for Managers or equivalent and  
 ENTP 6110 \* New Venture Formation  
 ENTP 6115 Growth Strategies for Entrepreneurial Companies  
 ENTP 6180 Entrepreneurial Finance

\*ENTP 6110 must be completed the first semester of studies.

All certificate students are required to successfully complete two electives classes from the courses listed below.

### BUSINESS:

ENTP 6120 Strategic Consulting  
 FINA 6115 Real Estate Finance and Investment  
 HURE 6125 Negotiations  
 HURE 6530 Staffing Organizations  
 ENTP 6931 Topics in Entrepreneurship  
 ENTP 6953 Seminar in Entrepreneurship

### ENGINEERING:

ENMA 6020 Engineering Innovation and Entrepreneurship  
 ENMA 6060 Innovation and Technology  
 ENMA 6090 New Product-Process Portfolio Management  
 HCTM 6300 Biomedical Technology Standards and Regulations  
 HCTM 6500 Product Development of Medical Devices

A Business Plan is required. It is expected that most students will participate in the Business Plan competition. Those who choose not to participate in the competition will be required to complete an exit interview with the Director of the Certificate program to present their business plan.

## MASTER'S REQUIREMENTS

The M.B.A. program requires a minimum of 40 credits of course work and a maximum of 50 credits of course work (this number may be reduced to 34 or 37 hours if exemptions to core courses are granted based upon the applicant's undergraduate record and major field of study).

The course work covers four distinct areas:

1. Foundation Courses (10 credits)
2. Core Courses (18 credits)
3. Elective Core Courses (12 credits)
4. Elective Courses — Normally chosen from the various graduate electives (10 credits).

The program does not require a thesis, essay, or comprehensive examination. Instead, MANA 6240, Strategic Management in a Global Economy, serves as the final integrating experience in the program. MANA 6240 may be taken only after completing 21 credits of core and elective core course requirements.

### M.B.A. PROGRAM DETAILS

#### FOUNDATION COURSES

The foundation of the M.B.A. program consists of the five graduate courses (10 credits) listed below. A student can be exempted from foundation course requirements if he or she has recently completed equivalent course work, with satisfactory grades, as part of a degree program accredited by the AACSB—International or other regionally accredited program specifically recognized by the Graduate School of Management. Undergraduate courses would qualify routinely for exemptions if taken as part of the core or elective requirements of a degree program that

was completed within the 10 years preceding application to the Marquette M.B.A. program.  
 ACCO 6000 Accounting Foundations  
 ECON 6000 Economics Foundations  
 INTE 6000 Information Technology Foundations  
 MANA 6000 Mathematics Foundations  
 MANA 6001 Statistics Foundations

## CORE COURSE WORK

The core of the M.B.A. program consists of the 6 graduate courses (18 credits) listed below. Students are expected to observe prerequisite sequencing requirements within the core area. We also suggest taking the core courses in the stated sequence, when possible.\* In addition, students should have completed all foundation course requirements before enrolling in core courses.

ACCO 6100 Managerial Accounting  
 ECON 6100 Managerial Economics  
 FINA 6100 Financial Management  
 MANA 6100 Organizational Behavior  
 MARK 6100 Marketing Management  
 OSCM 6100 Operations and Supply Chain Management

\*Recommended sequence of quantitative courses: ECON 6100, ACCO 6100, FINA 6100.

## ELECTIVE CORE COURSE WORK

There are three elective core areas in the M.B.A. program. Within each elective core area, students will choose one three-credit course from those listed to fulfill the elective core requirement. The elective core areas are: Quantitative Methods; Information Technology and e-Business; and Social, Ethical and Political Environment of Business.

Courses that satisfy the elective core components are:

### Quantitative Methods (3 credits required)

Choose one course from the following list:  
 ECON 6160 Applied Econometrics  
 FINA 6160 Financial Derivatives  
 FINA 6165 Fixed Income Markets and Securities  
 MARK 6160 Marketing Research  
 OSCM 6160 Quantitative Decision Modeling and Analysis

### Information Technology/e-Business (3 credits required)

Choose one course from the following list:  
 ACCO 6050 Accounting Information Systems  
 HURE 6050 Human Resources Information Systems  
 INTE 6150 Information Technology Strategy  
 INTE 6153 Project Management  
 INTE 6156 Privacy and Security  
 INTE 6157 Global IT Sourcing  
 INTE 6158 System Analysis and Design  
 INTE 6931 Topics in Information Technology  
 INTE 6953 Seminar in Information Technology  
 MARK 6150 e-Marketing Strategy  
 MARK 6151 Direct Marketing Strategy  
 OSCM 6150 e-Business and Supply Chain Management  
 LAWG 7157 Current Issues in Intellectual Property and Technology Law (Computer Law topic)  
 LAWG 7236 Internet Law  
 MSCS 6340 Component Architecture  
 MSCS 6350 Distributed Computing  
 MSCS 6360 Enterprise Architecture  
 MSCS 6370 Information Representation

### Social, Ethical, Political Environment (3 credits required)

Choose one course from the following list:

- ACCO 6570 Auditing: Ethical, Legal, Professional, and Reporting Responsibilities  
 FINA 6170 Investment Management, Ethics and Society  
 HURE 6170 Ethical Issues, Regulatory Environment and Human Resource Management  
 MANA 6170 Global Environment of Business  
 MARK 6170 Marketing Ethics & Social Responsibility

### CAPSTONE COURSE WORK

There is a required 3 credit capstone course in the M.B.A. program, MANA 6240. All students are required to successfully complete MANA 6240 Strategic Management in a Global Economy. Students are required to successfully complete 21 credits between the required core and elective core program requirements prior to enrolling in MANA 6240.

For additional information contact the M.B.A. office at (414) 288-7145, e-mail us at MBA@marquette.edu, or visit our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm).

### ELECTIVE COURSE WORK

In selecting the 10 credit hours of required elective course work, the M.B.A. student has a variety of choices. Electives may be concentrated in one area of business, e.g., marketing, or they may be distributed over several areas. Courses chosen from Marquette's graduate programs in accounting, economics, and human resources are routinely approved for elective credit in the M.B.A. program. With prior approval from the M.B.A. program director, an M.B.A. student may choose, as electives, graduate courses from non-business fields in which he or she has the appropriate undergraduate background to enter graduate level courses.

One credit of the electives is required to be a Skills course. All Skills courses are numbered BUAD 6101-6125. Up to four credits of the electives may be in the Skills area. Skills electives are in various areas such as team building, communication skills, etc.

### COURSE DESCRIPTIONS

The following courses require students to be enrolled in the graduate ACCO, BUAD, ECON, HURE, HCTM, ENMA or NURS programs.

## Business Administration (BUAD)

### BUAD 6101. Skills: Conducting Performance Appraisals 1 sem. hr.

Focuses on the communication skills important for conducting effective and fair performance appraisals. Includes an overview of the performance appraisal process, principles of organizational justice - as it relates to performance appraisals - and the communication skills needed. While a variety of approaches (e.g., 360, BARS, etc) will be introduced — primarily through reading — the focus will be on process. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM or HURE program; or cons. of M.B.A. prog. dir.*

### BUAD 6102. Skills: Balanced Scorecard 1 sem. hr.

Using the Balanced Scorecard for Bottom Line Results. The Balanced Scorecard has been recog-

nized by Harvard Business Review as one of the most influential business ideas in the last 75 years. In today's competitive business environment executing strategy into action is critical for success. This "hands on" course will focus on three major areas of the Balanced Scorecard: 1) Theory and concepts, 2) Case studies of successful companies and 3) Building your own Balanced Scorecard. State of the art software will be used to build a Balanced Scorecard for the student's organization illustrating operationalizing strategy into actionable results. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6104. Skills: Business Writing 1 sem. hr.

Business writing. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6105. Skills: Coaching for Performance Improvement 1 sem. hr.

Coaching for performance improvement and establishing objectives that are clear, meaningful and relevant to the employee are key management skills required for the workplace. Provides students with critical skills for coaching employees to unlock potential and maximize performance in the workplace. The emphasis would be on performance improvement as well as redirecting performance that is not achieving results. It would provide coaching skills needed to develop the potential of employees, peers, and others within the organization by forging collaborative relationships, recognizing and adapting to individual and situational differences and creating a positive work environment that generates commitment and enthusiasm. *Prereq: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6106. Skills: Cross-Cultural Meetings — Business Interactions 1 sem. hr.

As the business community gets even smaller due to globalization, it becomes more imperative for the business professional to deal with complex cultural differences. A minimum of 25 countries will be examined. In addition to conducting business, we will discuss "safe" topics for discussion; how to meet and greet people; how to dress; how to entertain; when to schedule meetings; and other miscellaneous tips including body language, gestures, currency exchange, and grease payments. We will also discuss Parliamentary Procedure as one way to possibly bridge the gap when dealing with multiple constituents. *Prereq: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6107. Skills: Facilitating Meetings 1 sem. hr.

Develop and practice skills for facilitating meetings. The first part addresses meeting management including planning an agenda; responsibilities of the facilitator; facilitation skills; analyzing group behavior; techniques for effective discussion; constructive feedback; and working through common problems. In the second part each participant will have the opportunity to facilitate a meeting to practice facilitation and discussion skills and deal with common group problems. The third and final part introduces students to tools and techniques for meeting facilitation. These may include: affinity diagram, variations to traditional brainstorming, fishbone diagram, flowcharts, force field analysis, interrelationship digraph,

nominal group technique, multi-voting and prioritization matrices for group decision making.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6108. Skills: GIS Business ArcView Software 1 sem. hr.

Emphasis on principles and usage of Geographic Information Systems (GIS). Discuss capabilities and applications, review spatial data, and become familiar with GIS software via hands-on exercises.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6110. Skills: Organizational Assessment 1 sem. hr.

Provides students with tools and methods for assessing the current state of their organizations. Different perspectives and approaches will be considered for diagnosing an organization. Several different models will be introduced that guide students on where and what to look for. Emphasis will be placed on the need to consider the formal and informal systems as well as the alignment of sub-systems. Methods of data collection that will be discussed include examination of historical records, observations and interviews. The pros and cons of survey questionnaires as a tool for organizational assessment will be considered along with a review of some commercially available surveys.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6111. Skills: Powerful Presentations 1 sem. hr.

Students learn how to develop and deliver high-powered and targeted presentations through a well-planned and organized process and through the use of the tools available in PowerPoint. Provides a basic framework for developing and delivering effective business presentations. As a part of this framework, students will learn tips for preparing the presentation, overcoming personal obstacles to public speaking, rehearsing and delivering the presentation and interacting with the audience. Workshop time will be devoted to learning how to create effective presentations using Microsoft PowerPoint including the use of templates, the presentation master and slide master; development of figures, charts and diagrams; inserting information into their presentations; sharing their presentations with others for review and delivering their presentations online or in person. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6112. Skills: SAS 1 sem. hr.

Provide students with a foundation for the use of the statistical software package, SAS, to be used for data analysis, data manipulation, modeling and other advanced statistical techniques. Students will be taught these techniques through a combination of group instruction, practice using examples and individual instruction. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

### BUAD 6113. Skills: SPSS 1 sem. hr.

Familiarizes students with the features of SPSS statistical package and how to use SPSS in data analysis. However, this course is not intended to teach the various statistical techniques. There will be a basic level discussion of topics such as an overview of SPSS, creating SPSS data sets, modifying

data values (recode, compute, sort, split data files, concatenate data files, create multiple response sets), statistical procedures, creating and modifying legacy charts as well as interactive charts, reading non-SPSS data files and converting them into SPSS data files. A number of data analysis assignments/problems will be given which require application of SPSS. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

**BUAD 6114. Skills: Team Building** 1 sem. hr. Focuses on learning and developing specific team building skills. Students will be given material to help them understand team dynamics, problem solving in teams, group communication and develop high performing teams. Exercises and group activities will emphasize the differences between individual and group goals and provide students with the opportunity to practice team-based skills. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

**BUAD 6115. Skills: Networking-Job Skills to Survive a Tough Economy** 1 sem. hr. Learn the various uses of networking (evaluate career alternatives, search for a position, establish technical support groups, etc.) and work from skills and career objectives self-assessment exercises to develop an overall networking strategic plan. Evaluate current networking resources, identify networking gaps and practice improving networking skills. Emphasizes role-playing development of techniques and will involve analyzing barriers to an effective networking campaign. The interim between sessions will be used to further develop a plan and to practice skills in the work world. The second session will include evaluating plans and skills and implementing revisions to the original plans. A final plan based upon classroom feedback will be required. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

**BUAD 6931. Topics in Business Administration** 1-3 sem. hrs. Topics will vary. *Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

**BUAD 6933. Exchange/University of Wisconsin–Milwaukee** 1-3 sem. hrs. In conjunction with the exchange program established between Marquette University and the University of Wisconsin–Milwaukee, students may enroll in a pre-approved graduate level course at the school while enrolled in a master's program in the Graduate School of Management. The visiting school's course title and credits are identified by this exchange course. A maximum of two of these exchange courses for a maximum of 6 credits may be included in the required minimum course work for the student's program of study at Marquette University. *Prereq: Cons. of M.B.A. prog. dir.*

**BUAD 6934. Exchange/University of Notre Dame** 1-3 sem. hrs. In conjunction with the exchange program established between Marquette University and the University of Notre Dame, students may enroll in a pre-approved graduate level course at that school while enrolled in a master's program in the Graduate School of Management. The visiting school's course title and credits are identified by this exchange course. A maximum of two of these exchange

courses for a maximum of 6 credits may be included in the required minimum course work for the student's program of study at Marquette University. *Prereq: Cons. of M.B.A. prog. dir.*

**BUAD 6935. Exchange/Loyola University Chicago** 1-3 sem. hrs. In conjunction with the exchange program established between Marquette University and Loyola University of Chicago students may enroll in a pre-approved graduate level course at that school while enrolled in a master's program in the Graduate School of Management. The visiting school's course title and credits are identified by this exchange course. A maximum of two of these exchange courses for a maximum of 6 credits may be included in the required minimum course work for the student's program of study at Marquette University. *Prereq: Cons. of M.B.A. prog. dir.*

**BUAD 6936. Exchange/Saint Louis University** 1-3 sem. hrs. In conjunction with the exchange program established between Marquette University and Saint Louis University, students may enroll in a pre-approved graduate level course at that school while enrolled in a master's program in the Graduate School of Management. The visiting school's course title and credits are identified by this exchange course. A maximum of two of these courses for a maximum of 6 credits may be included in the required minimum course work for the student's program of study at Marquette University. *Prereq: Cons. of M.B.A. prog. dir.*

**BUAD 6953. Seminar in Business** 1-3 sem. hrs. Topics may vary. *Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; ACCO 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

**BUAD 6995. Independent Study in Business** 1-3 sem. hrs. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; and cons. of M.B.A. prog. dir.*

**BUAD 9970. Graduate Standing Continuation: Less than Half-Time** 0 sem. hrs. Fee. SNC/UNC grade assessment. *Prereq: Cons. of G.S.M.*

**BUAD 9976. Graduate Assistant Research: Full-Time** 0 sem. hrs. Fee. SNC/UNC grade assessment. *Prereq: Cons. of G.S.M.*

## Accounting (ACCO)

**ACCO 6000. Accounting Foundations** 2 sem. hrs. Emphasis on external reporting to stockholders, government and other outside parties. Includes measurement of income and expenses and the valuation of assets and equities, under various forms of business organizations. Structuring data to aid management decisions. Offered every term. *Prereq: Admitted to the graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

**ACCO 6100. Managerial Accounting** 3 sem. hrs. Emphasizes the role of the accounting system as a quantitative information system. Available data are restructured in the form of internal reports to management for use in planning and controlling routine operations as well as in making non-routine decisions and formulating major plans and policies. The analysis of data makes use of regression analysis, matrix algebra, and linear programming. Offered every term. *Prereq: Admitted to the graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; and ACCO 6000, MANA 6000 and 6001 or equiv.; or cons. of M.B.A. prog. dir.*

## Business Law (BULA)

**BULA 6110. Legal Issues in Business and Technology** 3 sem. hrs. Provides an owner/manager's perspective of the significant influence of the law and of legal principles on managerial decision making. Major topics will include government regulation of business activities, contract law, liability law and forms of business organizations. Emphasis is on the application of these principles to managerial decision making in the current business environment. *Prereq: Admitted to the graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; ACCO 6100; or cons. of M.B.A. prog. dir.*

## Economics (ECON)

**ECON 6000. Economics Foundations** 2 sem. hrs. Principles, analytic concepts, and techniques of the economic way of thinking, applied to consumer choice, resource use, and the firm's pricing, hiring, and production decisions. The operation of markets and the economic role of government. Determinants of aggregate production, employment, and the price level. Offered every term. *Prereq: Admitted to the graduate BUAD, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

**ECON 6100. Managerial Economics** 3 sem. hrs. Incorporates the tools and logic of microeconomics together with quantitative and statistical methods. The principal focus is on understanding and predicting economic behavior of consumers, firms, and industries through product-line and industry modeling and model estimation. The use of current statistical software and computer technology is promoted throughout the course. May include a segment in applied microeconomics that addresses economic policy issues. Offered every term. *Prereq: Admitted to the graduate ACCO, BUAD, ENMA, HCTM, HURE or NURS program; ECON 6000, MANA 6000 and 6001; or cons. of M.B.A. prog. dir.*

## Entrepreneurship (ENTP)

### ENTP 6110. New Venture Formation 3 sem. hrs.

Focuses on starting and developing new ventures. A case-based course, topics include: recognizing opportunity; selecting and dealing with partners; alternatives for financing startups; new venture sales issues; harvesting value for the entrepreneur; relationship with investors; and some legal/organizational topics important to entrepreneurs. Emphasis is placed on business model to analysis as the foundation for the new venture process. Students will be exposed to a range of visiting entrepreneurs and investors from the region and across the U.S. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; FINA 6100 or cons. of M.B.A. prog. dir.*

### ENTP 6115. Growth Strategies for Entrepreneurial Companies 3 sem. hrs.

Focuses on growing and developing entrepreneurial ventures. Topic include: financing growth and managing investors; management capability as businesses grow (and change); cultural issues associated with entrepreneurial growth implementations; adaptation of strategy to change, both short and long term, and harvesting strategies for business owners. Students will interview entrepreneurs, develop operational plans, interview potential resource providers and write self-assessments as part of the course. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; ACCO 6000, MANA 6000 and 6001; or cons. of M.B.A. prog. dir.*

**ENTP 6120. Strategic Consulting** 3 sem. hrs. Students provide pro bono consulting services to local entrepreneurs, small business owners, and not-for-profit organizations, chosen when possible to be consistent with the Marquette mission. Students work in relatively autonomous teams, albeit supervised by the instructor, for a selected client on a strategic topic of concern to the top management of the client. In doing so, they gain skills and experiential understanding in project management, applied business research, the consulting process and particular "real world" general management issues. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

### ENTP 6180. Entrepreneurial Finance 3 sem. hrs.

Focuses on the financial aspects of entrepreneurship, from the first decision as to whether or not to undertake an activity, to projecting financial needs, reviewing the trade-offs between alternative financing choices, to harvesting. Topics will include, but are not limited to: bootstrapping, the role of angel investors, private placements, venture capital, banking options, commercial financing, public offers (IPOs, PIPEs), factoring franchising and joint ventures. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.*

### ENTP 6931. Topics in Entrepreneurship 1-3 sem. hrs.

Topics will vary. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

### ENTP 6953. Seminar in Entrepreneurship 1-3 sem. hrs.

Topics will vary. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

### ENTP 6995. Independent Study in Entrepreneurship 1-3 sem. hrs.

Topics will vary. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

## Finance (FINA)

### FINA 5370. Advanced Investment Management, Ethics and Society 3 sem. hrs.

In the final course in the AIM program, students learn how to manage investments in a manner that is both ethical and socially responsible. Students acquire a thorough understanding of the Chartered Financial Analyst® professional standards of conduct in the application of ethics to the moral dimensions of money management. Students also are exposed to the strategies and performance of investment funds that are socially responsible. In doing so, students consider such issues as discrimination and affirmative action in the workplace, economic justice, and environmental impact, among others, in the evaluation of companies for inclusion in a socially responsible fund. *Prereq: FINA 4330, FINA 4060, and FINA 4931 (Fixed Income Securities), which may be taken concurrently. Only open to students accepted into the AIM program.*

**FINA 6100. Financial Management** 3 sem. hrs. Application of financial theory and advanced techniques to the managerial decisions of the business firm. Topical coverage includes the areas of risk, valuation, capital structure, mergers and acquisitions, investment decisions and international finance. Offered every term. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; ACCO 6000, MANA 6000, MANA 6001 or equiv.; or cons. of the M.B.A. prog. dir.*

**FINA 6111. Investments** 3 sem. hrs. The role and functioning of securities markets. Specific topics include the equity, fixed income, options and futures markets. Presents portfolio and capital market theory, the efficient markets hypothesis, institutional organization, and security valuation techniques. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.*

### FINA 6115. Real Estate Finance and Investments 3 sem. hrs.

Provides the student with an in-depth knowledge of real estate finance, real estate investment, and the operation of the real estate capital markets. The objective of the course is to understand the many sources and uses of capital in the commercial real estate industry. The course begins with the mechanics of mortgage finance, followed by a detailed presentation of mortgage underwriting, lender ratios, and discounted cash flow analysis. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.*

**FINA 6130. Bank Management** 3 sem. hrs. Management of a commercial bank, including lending, loan pricing, liability management, liquidity, and asset/liability management. Issues relating to the current bank regulatory environment, including bank failures and capital adequacy, are discussed. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.*

### FINA 6140. International Financial Management 3 sem. hrs.

Examines the unique financial problems in managing a multinational firm. Financial principles are applied to a variety of multinational business issues including: hedging currency and interest rate risk, multinational capital budgeting, direct foreign investment, and managing a global business firm. Integrates financial theory with a case study approach. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.*

**FINA 6160. Financial Derivatives** 3 sem. hrs. Study of the mechanics, pricing, arbitrage, and risk of derivative securities markets, including options, futures, swaps, and collateralized securities and the markets in which they are traded. Applications are developed of the use of these markets as a hedging vehicle for portfolio managers, corporate treasurers, bankers, and others. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.*

### FINA 6165. Fixed Income Markets and Securities 3 sem. hrs.

Focuses on the use of fixed income securities to fulfill investment requirements or accommodate corporate financing strategies. Coverage includes fixed income markets and the securities traded in those markets, techniques used to value fixed income securities, and derivative strategies using fixed income securities. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir.*

### FINA 6170. Investment Management, Ethics and Society 3 sem. hrs.

Examines the ethical and socially responsible dilemmas that managers encounter in the investment management industry. Some of the topics include the professional standards for ethical behavior, corporate governance, accounting manipulation and socially responsible investing. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and FINA 6100 and 6111; or cons. of M.B.A. prog. dir.*

**FINA 6931. Topics in Finance** 1-3 sem. hrs. Topics will vary. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

**FINA 6953. Seminar in Finance** 1-3 sem. hrs. Topics will vary. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; FINA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

### FINA 6995. Independent Study in Finance 1-3 sem. hrs.

Topics will vary. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and FINA 6100; and cons. of M.B.A. prog. dir.*

## International Business (INBU)

### INBU 6931. Topics in International Business

1-3 sem. hrs.

Topics may vary. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir. *Prerequisites may vary from course to course.*

### INBU 6951. International Study in Business

0-3 sem. hrs.

Structured travel and study programs in international business. 0 credit will be SNC/UNC grade assessment; 1-3 credits will be graded. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; student in good academic standing; and cons. of M.B.A. prog. dir.

### INBU 6953. Seminar in International Business

1-3 sem. hrs.

Elective course. Topics will vary. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, or HURE program; or cons. of M.B.A. prog. dir. *Prerequisites may vary from course to course.*

### INBU 6995. Independent Study in International Business

1-3 sem. hrs.

Elective course. Topics will vary. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; and cons. of M.B.A. prog. dir.

## Information Technology (INTE)

### INTE 6000. Information Technology Foundations

2 sem. hrs.

Basic vocabulary principles include systems theory, data, information, hardware, software, database management systems, telecommunications, security, information resource management, the systems development life cycle, and the hierarchy of information systems as applied to business. Students become familiar with technical jargon and the relationship of technology components to each other, and how they are used in business. This course is a prerequisite for most IT electives. Students experience lectures, speakers, participate in discussion, quizzes and presentations. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM or HURE program; or cons. of M.B.A. prog. dir. *Ability to use personal computer and its tools.*

### INTE 6150. Information Technology Strategy

3 sem. hrs.

Covers how information flows throughout an organization and how it impacts managerial decision-making. Emphasizes user involvement/leadership in information systems project management to prepare non-IT managers to be responsible for budgets of IT initiatives. Student managers can realize how to exploit and leverage information for decision making that re-engineers businesses. Methodologies include case studies and team projects. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

**INTE 6153. Project Management** 3 sem. hrs. Provides a holistic view of project management. Focuses on impact of effective project management on myriad aspects of the organization and will include the following topics: alignment of projects

with organizational strategy; project elements, organization, and structure; estimating project times and costs; developing a project plan; risk management; resource and project scheduling and management; being an effective project manager, managing project teams; managing inter-organizational relationships; progress and performance measurement and evaluation; managing international projects and project teams; vendor management; management of cross-functional project teams. Supplemental activities include: hands-on project management, speakers from Project Management Institute and industry and project management software-e.g. MS Project, SIM software. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

**INTE 6156. Privacy and Security** 3 sem. hrs. Covers technical safeguards that can prevent disruption of service, data tampering and theft. Topics include risk assessment, management policies, authentication, encryption, digital signatures, authorization procedures, government standards, international law and vendor offerings. From a business perspective, the issue of what constitutes authorization for both collection and release of "personal" data will be reviewed. To the extent that corporations have an "ethical" obligation not to sell or divulge customer data, safeguards and legal limitations to prevent this will also be reviewed. Case studies, projects and research reports are used for evaluation. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

### INTE 6157. Global Information Technology Sourcing

3 sem. hrs.

Discussion on the evolution of IT and business process outsourcing with a focus on offshore software development. It will cover the rationale, different models, country providers, criteria for success, skill sets and impact of offshore IT outsourcing on an organization's strategy. Methods are readings, speakers, case studies and research papers. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

### INTE 6158. Systems Analysis and Design

3 sem. hrs.

Students learn to analyze, model and design business system and process requirements using common tools and methodologies. Students apply concepts from class to a real-life systems development project of their choice. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir.

### INTE 6931. Topics in Information Technologies

1-3 sem. hrs.

Topics will vary. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir. *Prerequisites may vary from course to course.*

### INTE 6953. Seminar in Information Technologies

1-3 sem. hrs.

Topics will vary. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and INTE 6000; or cons. of M.B.A. prog. dir. *Prerequisites may vary from course to course.*

### INTE 6995. Independent Study in Information Technologies

1-3 sem. hrs.

*Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; and cons. of M.B.A. prog. dir.

## Management (MANA)

### MANA 6000. Mathematics Foundations

2 sem. hrs.

Traditional mathematics of algebra and calculus with an introduction to linear programming. Exponential and logarithmic functions are discussed with an introduction to the mathematics of finance. Revenue and profit maximization and cost minimization applications using calculus and linear programming. *Prereq:* Admitted to the graduate BUAD, ECON, ENMA, HCTM or HURE program; or cons. of M.B.A. prog. dir.

### MANA 6001. Statistics Foundations

2 sem. hrs.

Classical statistics with application in business and economics, including statistical inference, simple and multiple correlation/regression and analysis of variance. Offered every term. *Prereq:* Admitted to the graduate BUAD, ECON, ENMA, HCTM or HURE program; or cons. of M.B.A. prog. dir.

### MANA 6100. Organizational Behavior

3 sem. hrs.

Analysis of the intersection of the administrative process and the organization in attaining goals in various environments. Determinants of group and organizational performance, with consideration given to the intergroup processes, complex organizational processes, and the behavioral consequences of organizational structure. Offered every term. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.

### MANA 6110. Leadership, Motivation and Organizational Change

3 sem. hrs.

Designed to: 1) examine and evaluate existing leadership theories, 2) survey topical issues and new developments in the leadership area, and 3) develop students' leadership skills and abilities. Motivation and leadership concepts will be used to analyze, diagnose, and make decisions about various organizational situations. Primary focus on case analysis. Lectures and discussions also will be used to provide perspective on assigned reading. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MANA 6100; or cons. of M.B.A. prog. dir.

### MANA 6125. Negotiations

3 sem. hrs.

Provides a comprehensive investigation of the process and dynamics surrounding a diverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, or NURS program and MANA 6100; or cons. of M.B.A. prog. dir.

**MANA 6140. International Management**  
3 sem. hrs.

Directed toward practicing managers who wish to build cross-cultural competence and develop a deeper understanding of contemporary issues in international management (e.g., management of cross-border mergers, acquisitions and alliances; transfer of best practices across organizational and national boundaries). Grounded in theory, yet focuses on the implications of these issues for managers and their organizations. Class activities will comprise lectures, case analyses, videos, a cultural simulation exercise, and interactive activities and discussions. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MANA 6100; or cons. of M.B.A. prog. dir.*

**MANA 6170. Global Environment of Business** 3 sem. hrs.

"Environmental influences" refers to a company interfacing with a variety of groups; that is, stakeholders, some internal to the company, such as stockholders and employees, and some external to the company, such as consumers, competitors, and government agencies. In a broader context, social environmentalism refers to the impact of a corporation's social, legal, regulatory, political, ethical and international environment upon a corporation's objectives. The specific objectives are to provide a general understanding of the major relationships between business firms and their stakeholders, to develop key concepts and principles that can be used by managers as they cope with the firm's various stakeholders, and to provide some practice in using these analytic tools by applying them to selected current problems and issues confronting business. Offered every term.  
*Prereq: or cons. of M.B.A. prog. dir.*

**MANA 6240. Strategic Management in a Global Economy** 3 sem. hrs.

Study of comprehensive business cases involving problematic situations of top management significance and requiring the application of mature and resourceful diagnostic, problem-formulating, and problem-solving competence.  
*Prereq: Admitted to the graduate BUAD program and successful completion of 21 credits of core and/or elective core credits; or cons. of M.B.A. prog. dir.*

**MANA 6931. Topics in Management**  
1-3 sem. hrs.

Topics will vary. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; MANA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

**MANA 6953. Seminar in Management**  
1-3 sem. hrs.

Topics will vary.  
*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MANA 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

**MANA 6995. Independent Study in Management** 1-3 sem. hrs.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MANA 6100; and cons. of M.B.A. prog. dir.*

**Marketing (MARK)****MARK 6100. Marketing Management**  
3 sem. hrs.

An integrated approach to marketing from a managerial point of view. Making use of economic, quantitative, and behavior concepts in analyzing and developing a framework for the decision-making and implementation of the firm's marketing program. Offered every term. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; or cons. of M.B.A. prog. dir.*

**MARK 6110. Consumer Behavior** 3 sem. hrs. Examines the consumer's process of planning, purchasing and using economic goods and services. The course is interdisciplinary in nature and applies concepts from psychology, sociology, economics and anthropology. Additional topics include services and industrial buying behavior. Case analyses are used. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6120. Integrated Marketing Communications** 3 sem. hrs.

The Integrated Marketing Communications (IMC) course is a study of the promotional mix (i.e., advertising, personal selling, sales promotion, publicity, sponsorship, marketing, and point-of purchase communication) and other elements of marketing mix (i.e., product/brand, price, distribution) as they speak with one voice in communication between the firm and its customers. Specifically, integrated marketing communications, brand management, environmental marketing, the regulatory process, and ethical issues in advertising are first examined. Then, contributions to integrated marketing communications from the communications and semiotics fields, the behavioral sciences, and attitude and persuasion research are investigated. Next, brand, labeling, and packaging strategies are explored. Then, a careful analysis of advertising direct marketing (including interactive marketing), trade and consumer sales promotion, public relations and rumor control, and the personal selling process then follow as they apply to the promotional mix. Specific treatment of the social, legal, ethical and international dimensions of integrated marketing communications is provided throughout the course. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6130. Customer Relationship Management** 3 sem. hrs.

Analyzes how companies can obtain a sustainable competitive advantage by managing their relationships with their customers more effectively. Teaches the main marketing variables that impact customers' satisfaction judgments. Emphasis on understanding the powerful relationship between customer loyalty and company profits. Discusses and evaluates the most effective methods for responding to dissatisfied customers' complaints.  
*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6140. Global Marketing Strategy**  
3 sem. hrs.

Objectives: 1. To develop an understanding of international marketing concepts and show how these concepts can be applied to different international marketing environments and situations. 2. To examine the major environmental factors influencing the development of international marketing strategies.

3. To critically evaluate the developments in global economic, technological, political, and social environments. 4. To examine the different international marketing mix configurations in terms of their strategic orientations and market relevancy. 5. To evaluate the ethical dimensions of international marketing involvement. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6150. e-Marketing Strategy** 3 sem. hrs. Covers issues related to integrated, multi-channel strategy, internet marketing strategy, Web site traffic, customer loyalty, and future of internet marketing and e-commerce. The course includes a combination of lectures, video presentations, guest speakers, assigned readings, case studies, and research assignments. *Prereq: Admitted to graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6151. Direct Marketing and e-Commerce** 3 sem. hrs.

Examines the principles, strategies, and tactics of direct marketing (database marketing), how direct marketing differs from general marketing, and how direct response advertising differs from general advertising. Addresses marketing aspects of e-commerce and successful e-commerce (online direct marketing, e.g. Amazon.com). Covers CRM, how customer segmentation can increase customer mail, e-mail efficiency and file profitability, customer profitability and customer lifetime value, break-even analysis, tracking and forecasting in direct marketing (offline and online), testing and research in direct marketing, and legal ethical issues related to direct marketing, especially privacy. Determine how to develop marketing action plans (course project). *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6160. Marketing Research** 3 sem. hrs. Addresses how the information used to make managerial decisions is generated by gathering data, analyzing data, interpreting results, and preparing research reports. Therefore, this course is appropriate for both users of research results and those who aspire to be marketing researchers. The format for this course will consist primarily of lectures, some video presentations, and a research project. SPSS, and to some extent, SAS will be used for performing data analysis. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program, and MANA 6000, MANA 6001, MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6170. Marketing Ethics and Social Responsibility** 3 sem. hrs.

Focuses on various social issues affecting the firm but central to managing marketing programs and competitive strategy. The purpose of this unit will be elaborate upon some of the broader, social and public policy issues introduced in other marketing and business courses. Among the topics and issues discussed will be: the social responsibility of marketing, consumer rights, legal constraints upon competitive strategy, the future of marketing practice, and other macro concerns that affect marketing based systems. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program, and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6180. Strategic Marketing** 3 sem. hrs. Provides students with the opportunity to discuss emerging issues in marketing as they influence marketing strategy. Contemporary writings in marketing strategy will be the focus of the seminar. Discussion will revolve around analyses of the various authors' observations and examination of the practical value to a working manager. Special emphasis on the relation of the external environment and its impact on marketing decisions.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6185. Brand Management** 3 sem. hrs. Helps students understand and apply the critical strategies that successfully build and grow global brands. This will be accomplished by examining brands from both a managerial and consumer perspective. Specific topics will include: establishing and measuring brand equity, marketing new and established brands, brand architecture and extension decisions, global branding issues, and brand portfolio management. The focus ranges from small startup brands, consumer brands, government brands, and B2B brands.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6190. Marketing and Public Policy** 3 sem. hrs.

Reviews the changing regulatory, legal, social and ethical environment affecting marketing managers. Specific course topics include: marketing and advertising regulation and self-regulation, advertising deception and unfairness, marketing's impact on society, regulation of mergers and joint ventures, warnings and disclosures, and legal issues involved in product, pricing and distribution decisions. Special emphasis will be placed on consumer protection issues faced by federal agencies.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir.*

**MARK 6931. Topics in Marketing** 1-3 sem. hrs. Topics will vary.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

**MARK 6953. Seminar in Marketing** 1-3 sem. hrs.

Topics will vary.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MARK 6100; or cons. of M.B.A. prog. dir. Prerequisites may vary from course to course.*

**MARK 6995. Independent Study in Marketing** 1-3 sem. hrs.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and MARK 6100; and cons. of M.B.A. prog. dir.*

## Operations and Supply Chain Management (OSCM)

**OSCM 6100. Operations and Supply Chain Management** 3 sem. hrs.

Survey course in operations management. It examines the operations function in manufacturing and service firms from a managerial perspective. It covers both classical and contemporary concepts and techniques of planning, designing, and managing operations and processes. To enhance learning concepts, it explores real problems and opportunities faced by (operations) managers through case analysis and research of hands-on experience issues.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program, MANA 6000 and 6001; or cons. of M.B.A. prog. dir.*

**OSCM 6110. Manufacturing Management** 3 sem. hrs.

Provides an overall understanding of the essential concepts, methods, and practices utilized in manufacturing management. Includes such topics as: manufacturing strategy, quality management, inventory management, production planning and scheduling, MRP, capacity planning, and Just-in-Time systems. Taught from a managerial perspective and includes a discussion of some of the leading edge techniques in this area like synchronous manufacturing, cellular manufacturing, supply chain management, and virtual manufacturing.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.*

**OSCM 6115. Service Operations Management** 3 sem. hrs.

Examines key concepts and techniques associated with designing, managing, and delivering services in various types of organizations. The main issues include service challenge, design, productivity, quality, demand and capacity management, workforce planning and scheduling, queue management, strategy, and integration. Leans heavily on the discussions of cases as well as hands-on experience assignments in various service industries.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.*

**OSCM 6120. Quality and Process Management** 3 sem. hrs.

Presents the quality system as a strategic management concept. As such, first, issues related to customer focus, value, and satisfaction; organizational change, learning, adaptability, effectiveness, and improvement; and policy planning and deployment, are addressed. Next, concepts and methods dealing with product and process design, quality function deployment, bench marking, and process improvement and reengineering are discussed. Finally, techniques for quality measurement and improvement such as statistical process control, reliability, process capability, and acceptance sampling are covered. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.*

**OSCM 6140. Globalization and Global Operations** 3 sem. hrs.

Focuses on both the operational/technical aspects of managing globally dispersed supply chains and on the broader issues surrounding offshore operations (sometimes called outsourcing). These

issues include the pros and cons of offshore locations for manufacturing and service operations. Emerging markets such as China, India, East Asia, Eastern Europe and others are examined. The topics included in this course would be valuable to graduate students whose interests and careers are oriented towards global operations.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.*

**OSCM 6141. International Operations Management** 3 sem. hrs.

Addresses management of operations within and surrounding global business enterprises. The emphasis will be on managerial and strategic issues facing multi-national companies. The course allows students to: 1) research issues related to international aspects of business operations, 2) explore conducting business in international setting such as all aspects relevant to locating a business operation in a foreign country, 3) assess strategic issues related to foreign direct investment, global strategic alliances and partnerships, global production and distribution, etc.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.*

**OSCM 6150. e-Business and Supply Chain** 3 sem. hrs.

Recently managing supply chain and e-business has received great attention in practice, as industries become more uncertain, dynamic, and volatile.

In order to achieve a sustainable competitive advantage in market competition in the digital or e-economy today, it is imperative that top executives, decision-makers, supply chain and e-business managers develop and integrated strategy of managing the entire supply chain and e-business strategies, benchmarking and performance assessment, leading edge practices, supply chain and e-business infrastructure-information and solution systems (ERP, EAI, SCP, and SCE systems), customer service, CRM and e-fulfillment, supplier and distributor relationship (outsourcing, strategic alliance, partnership), e-logistics, e-procurement, and e-marketplace, lead time, B2B supply chain transformation, and global supply chain and e-technology management. The primary objective of this course is to help you develop a comprehensive (analytic and integrative) understanding of, and critical insights into, crucial strategic and managerial operations issues and challenges in manufacturing and service firms so that you become a more effective leader/manager in a firm. The class will run interactively with active discussions of actual company cases, real problems and opportunities faced by corporate executives, operations and supply chain managers e-business directors, etc.

*Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.*

**OSCM 6160. Quantitative Decision Modeling and Analysis** 3 sem. hrs.

Examines quantitative aspects of managerial decision making. Introduces models and methods that are widely used for the analysis of a variety of managerial problems. Topics may include: linear programming, transportation models, networks, project management, queuing and simulation. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and MANA 6000 and MANA 6001; or cons. of M.B.A. prog. dir.*

**OSCM 6180. Supply Chain and Technology Management** 3 sem. hrs.

Examines various key supply chain issues in both manufacturing and service firms, such as: supply chain and technology strategy, benchmarking and performance assessment, leading edge practices, customer service, supplier and distributor relationship, lead time, information and solution systems, supply chain transformation through e-Commerce, e-Business, and e-Chain capacity, and global supply chain management. The primary objective is to help develop a comprehensive understanding of, and critical insights into critical strategic and managerial operation issues and challenges in manufacturing and service firms. *Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir.

**OSCM 6931. Topics in Operations and Supply Chain Management** 1-3 sem. hrs.

Topics will vary.

*Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir. *Prerequisites may vary from course to course.*

**OSCM 6953. Seminar in Operations and Supply Chain Management** 1-3 sem. hrs.

Topics will vary.

*Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program and OSCM 6100; or cons. of M.B.A. prog. dir. *Prerequisites may vary from course to course.*

**OSCM 6995. Independent Study in Operations and Supply Chain Management** 1-3 sem. hrs.

*Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, and NURS program and OSCM 6100; and cons. of M.B.A. prog. dir.

**Real Estate (REAL)****REAL 6115. Real Estate Finance and Investments** 3 sem. hrs.

Provides the student with an in-depth knowledge of real estate finance, real estate investment, and the operation of the real estate capital markets. The objective of the course is to understand the many sources and uses of capital in the commercial real estate industry. The course begins with the mechanics of mortgage finance, followed by a detailed presentation of mortgage underwriting, lender ratios, and discounted cash flow analysis.

*Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir.

**REAL 6931. Topics in Real Estate** 1-3 sem. hrs.

Elective course. Topics vary.

*Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. *Prerequisites may vary from course to course.*

**REAL 6953. Seminar in Real Estate** 1-3 sem. hrs.

Elective course. Topics vary.

*Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, or NURS program and FINA 6100; or cons. of M.B.A. prog. dir. *Prerequisites may vary from course to course.*

**REAL 6995. Independent Study in Real Estate** 1-3 sem. hrs.

Elective course.

*Prereq:* Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE, and NURS program and FINA 6100; and cons. of M.B.A. prog. dir.

**ECONOMICS (ECON)**

*Chairperson and Professor:* D. Clark

*Professor:* Brush, Chowdhury, Daniels, Davis, Nourzad, Smiley (*Emeritus*)

*Associate Professor:* Breeden, Crane, McGibany, Toumanoff

*Assistant Professor:* Wang, Yakusheva

*Adjunct Assistant Professor:* Lephardt

*Visiting Assistant Professor:* Kohls

*Note:* Faculty members and their ranks are for the 2008–2009 academic year.

**DEGREE OFFERED**

Master of Science in Applied Economics, Plan B Professional Project/Essay option only.

**PROGRAM DESCRIPTION**

The master of science program in applied economics is designed for individuals seeking careers as economics, financial or marketing analysts in business, industry, government, or the financial sector. The program provides students with the solid grounding in economic theory and the working knowledge of advanced quantitative methods needed to succeed as business economists, financial analysts, economic and marketing researchers, government staff economists, or economic consultants. The program concentrates on developing and applying practical skills which can be used to solve real problems confronting business and government. The curriculum is designed to produce practitioners who can develop and interpret economic models. Courses emphasize the application of economic theory and the use of quantitative techniques rather than the derivation of their theoretical underpinnings. Communication skills are stressed through frequent written and oral presentations of results from applied research projects.

**PREREQUISITES FOR ADMISSION**

Applicants are expected to have a four-year baccalaureate degree with at least one course in each of the following areas: intermediate microeconomic theory, intermediate macroeconomic theory, statistical methods, and calculus. Familiarity with personal computer is also required.

**SPECIALIZATIONS**

Business Economics, Financial Economics, International Economics, Marketing Research, Real Estate Economics

A general track, requiring no specialization, is also available.

**APPLICATION REQUIREMENTS**

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). Then click on *Apply Now*.

1. A completed application form and fee.

2. Official transcripts from all current and previous colleges/universities except Marquette.
3. Three letters of recommendation from former professors.
4. GRE scores or GMAT scores.
5. (*For international applicants only*) a TOEFL score or other acceptable proof of English proficiency.

All application materials should be sent to: Graduate School of Management; David A. Straz, Jr., Hall Executive Center, Suite 275; Marquette University; P.O. Box 1881; Milwaukee, WI 53201-1881.

**BACHELOR'S—MASTER'S PROGRAM**

This five-year program allows students to earn both their master of science in applied economics (M.S.A.E.) and an undergraduate degree from the College of Arts and Sciences or the College of Business. Undergraduate students begin their graduate work in their senior year by taking two graduate level courses.

These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.A.E. program, the courses will be counted toward the undergraduate degree. Upon completion of the first term as a master's candidate, the student must petition their Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

To be considered for admission to the five-year program, applicants must formally apply to the Graduate School of Management during their senior year at Marquette University, complete all of the application requirements as listed above, and indicate on their application that they are applying for the five-year program. For detailed information, contact the Economics Department by telephone (414) 288-7377 or fax (414) 288-5757.

**MASTER'S REQUIREMENTS**

The program requires a minimum of 30 credit hours of course work (at least 15 of which must be in 6000-level graduate courses), a non-credit master's professional project/essay, and an oral comprehensive examination.

For students completing a specialization, course work will include: 12 credit hours of required core courses in economic theory and quantitative analysis, 12 credit hours of course work relating to a chosen area of specialization, and six credit hours of electives. General track students must complete the 12 credit hours of required core courses, 12 credit hours of economics electives, and six additional credit hours in economics, business or the social sciences. With the approval of the program director and appropriate extra work of graduate caliber, a student may apply toward the degree up to six credit hours of selected 5000-level upper division courses. Also, with the approval of the program director, a student may substitute, for the usual elective requirements, up to six credit hours of course work in fields outside of economics and business administration.

The master's professional project/essay consists of a careful application of the student's newly acquired analytical skills to a particular issue or problem. The professional project/essay is completed during the final term of the program and is often an extension of a previously completed course project.

An oral comprehensive examination will be administered in the student's last term of the program. This examination will cover subject matter prescribed by the Department of Economics.

## PROGRAM DETAILS

Each student must choose one of the areas of specialization: business economics, financial economics, international economics, marketing research, real estate economics, or the student must complete the general track. All specializations and the general track require a common set of core courses: two courses in quantitative analysis (ECON 6560 and 6561) and two courses in microeconomic and macroeconomic theory (ECON 6503 and 6504). ECON 6560 is strongly recommended to be taken in the first term of course work.

**Business economics** requires the core course work plus: six to nine credit hours of additional course work in economics; Managerial Accounting (ACCO 6100); and six to nine credit hours selected from Operations and Supply Chain Management (OSCM 6100), Manufacturing Management (OSCM 6110), Service Operations Management (OSCM 6115), Quantitative Decision Modeling and Analysis (OSCM 6160), Legal Issues in Business and Technology (BULA 6110), Marketing Management (MARK 6100), Marketing Research (MARK 6160), Financial Management (FINA 6100), and Organizational Behavior (MANA 6100), and up to three 1-credit MBA skills classes (BUAD 6101-6125) ideally, BUAD 6108 GIS, BUAD 6112 SAS and BUAD 6113 SPSS or equivalent.

**Financial economics** requires the core course work plus: Monetary Theory and Policy (ECON 6580), Managerial Accounting (ACCO 6100), Financial Management (FINA 6100), a finance elective (FINA 6110-6953), and six credit hours of electives in economics.

**International economics** requires the core course work plus: Monetary Theory and Policy (ECON 6580), International Trade (ECON 6546), International Currency Markets (ECON 6544); six credit hours selected from Global Marketing Strategy (MARK 6140), International Management (MANA 6140), International Political Economy (POSC 6621), and Comparative Economic Development (ECON 5045); and three additional credit hours in economics. For international economics, there is an additional requirement of a minimum of 12 credit hours of foreign languages at the undergraduate level or the equivalent.

**Marketing Research** requires the core course work plus: Marketing Management (MARK 6100), Seminar in Marketing: Marketing Research (MARK 6160); six credit hours selected from MARK 6110-6953 and up to three 1-credit GSM skills classes (BUAD 6101-6125) ideally, BUAD 6108 GIS, BUAD 6112 SAS and BUAD 6113 SPSS or equivalent and six credit hours of electives in economics.

**Real estate economics** requires the core course work plus: Studies in Urban and Regional Economics (ECON 6512), Financial Management (FINA 6100), Real Estate Finance and Investments (REAL 6115), Principles of Commercial Real Estate Development (ECON 6530, and up to three 1-credit MBA skills classes (BUAD 6101-6125) ideally, BUAD 6108 GIS, BUAD 6112 SAS and BUAD 6113 SPSS or equivalent and three graduate level elective hours in economics, preferably Economics of the Public Sector (ECON 6510).

**General economics track** requires the core course work plus: 12 credits in economics and 6 elective hours in economics, business administration, or social sciences.

*Note:* Graduate School of Management courses may require appropriate prerequisites.

## COURSE DESCRIPTIONS

### Graduate School of Management (GSM)

Specific descriptions of GSM courses are provided in the Graduate School of Management section of this bulletin.

### Economics (ECON)

**ECON 5008. Economics and Law** 3 sem. hrs. Relationship between the rights and obligations which the legal system confers on individuals and the allocation of resources which results from alternative assignments of legal rights. Uses and limitations of economic analysis in explaining the process by which legal rights are conferred. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 5016. Environmental and Natural Resource Economics** 3 sem. hrs. Economic analysis of environmental and natural resources including land, air, and water. Special emphasis on the role of human values and economic institutions in resource exploitation. Topics covered include: air and water pollution, energy, ocean resources, forestry practices, mineral resources, the population problem, and agriculture. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 5045. Comparative Economic Development** 3 sem. hrs. An analysis and description of institutional differences among national economies. A theoretical framework for analyzing the effects of alternative systems on social and economic behavior is developed. Theoretical models are applied to specific cases, with special emphasis on issues of growth and development in advanced variants of capitalist, post-communist and less developed economies. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 5070. Economics and Ethics** 3 sem. hrs. Interaction of economic principles and understanding with ethical principles and understanding in contemporary society. Analysis of affluence's impacts on character development, the practice of moderation and justice, and the meaning of spiritual poverty. Applications of this ethic to critical features of modern industrial society. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 5075. The Economics of Religion** 3 sem. hrs. Explores how the tools of modern economic analysis, theoretical and empirical, can be used to better understand issues central to religious behavior and participation. Hence, the primary objective is to gain a better understanding of the breadth and application of economic concepts (the student learned in principles and intermediate courses) using the markets for religion as a vehicle for analysis. The secondary objective is to better understand the functioning of the religious markets: Why do individuals allocate time and money to religious activities? How do they determine the allocation between the two? Why are there so many denominations in the United States? Why are some churches very large and others very small? Why do predominately Protestant nations grow faster than predominately

Catholic nations? How does religious participation affect individual attitudes toward trust, trade and immigration? *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 6503. Microeconomic Theory and Applications** 3 sem. hrs. Surveys mathematical techniques applied to economics, including differential calculus and linear algebra. Develops neoclassical theory of firm and consumer behavior using mathematical techniques. Emphasizes the methodology of constructing and using microeconomic models. Explains economic behavior at the individual, firm, market, and general equilibrium levels. Offered fall term. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 6504. Macroeconomic Fluctuations: Theory and Applications** 3 sem. hrs. Covers both long-run growth and short-run fluctuations. Begins with an analysis of the economy's long-run growth path using neoclassical and endogenous growth models, then surveys theories of the business cycle orthodoxy by orthodoxy in historical order. Static and dynamic models of the economy are developed and used for policy analysis. Offered spring term. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 6506. Industrial Organization and Public Policy** 3 sem. hrs. Empirical studies in patterns of market structure, business behavior and performance. Industrial concentration, entry barriers, pricing and promotional behavior, efficiency and profitability. Applications in the field of antitrust and regulation. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 6510. Economics of the Public Sector** 3 sem. hrs. Economic analysis of the public sector, including the topics of taxation and expenditure policy, federalism/centralism, economics of law, Parento criteria, and constitutional economics. Culminates in the presentation of a research paper on a suitable topic in public economics. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 6512. Studies in Urban and Regional Economics** 3 sem. hrs. Uses economic tools to examine decisions of firms and households in a spatial setting. Covers regional economic issues, such as why cities exist and where they tend to develop, inter-urban household migration and firm location decisions, and models of urban growth. The urban economic topics explored include the inter-urban location decisions of economic agents in the context of amenities, public goods and zoning restrictions. Finally, the tools developed in the class are used to investigate urban problems such as poverty, housing, and transportation issues. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 6520. Studies in Labor Market Analysis** 3 sem. hrs. Determinants of the demand and supply of the services of human beings. Compensatory wage differentials, human capital investment, migration and immigration, and labor market discrimination. The role of unions, government in the labor market and current issues. *Prereq:* Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.

**ECON 6530. Principles of Commercial Real Estate Development** 3 sem. hrs.

Provides the student with an introductory knowledge of the real estate development process. Focuses on the physical and analytical tools necessary in the real estate development process including: finding the development opportunity, land acquisition/site analysis, building design and public approvals, legal, market analysis, project management, construction, leasing, and financing. Throughout an increasingly sophisticated real estate development feasibility process is followed to assess the viability of a development at different states of the development process. *Prereq: Admitted to the graduate ECON program; or cons. of the M.S.A.E. prog. dir.*

**ECON 6544. International Currency Markets** 3 sem. hrs.

An examination of various foreign currency markets, including spot, forward and derivative instruments, understanding the economic, historical, institutional, and empirical aspects of these markets. Analysis of the relationship between currency markets, money markets and bond markets. Development and study of the fundamental models of balance of payments and exchange rate determination. *Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.*

**ECON 6546. International Trade** 3 sem. hrs.

Examines traditional and contemporary issues of international trade using the basic tools of microeconomics. Addresses the basis for trade, the effects of trade, and impediments to trade in particular. Specific topics include various trade theories, arguments for and against protection, the instruments and effects of trade policies, economic integration, and foreign direct investment. *Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.*

**ECON 6560. Applied Econometrics** 3 sem. hrs. Specification, estimation, and statistical verification of multiple linear regression models, and hypothesis testing. Causes, consequences, detection of such problems as heteroscedasticity, autocorrelation, and ARCH. Other topics include estimation of models with panel data and limited dependent variables. Offered fall term. *Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.*

**ECON 6561. Applied Time-Series**

**Econometrics and Forecasting** 3 sem. hrs. Continuation of ECON 6560 focusing on more advanced econometric and forecasting techniques using primarily time-series models such as ARIMA and transfer functions, VAR, and VEC as well as the method of combining forecasts. Emphasis on the practical knowledge of above techniques, and on reporting and presenting econometric results. Offered spring term. *Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.*

**ECON 6580. Monetary Theory and Policy** 3 sem. hrs.

Factors affecting money supply, money demand, and money's influences on the macroeconomy. Federal Reserve policy and its implication for money supply. International monetary economics and coordination of monetary policy among different countries. Monetary policy under different exchange rate regimes. Examination of contemporary theoretical and econometric monetary issues and policy prescriptions. *Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.*

**ECON 6931. Topics in Economics** 1-3 sem. hrs. Topics will vary. *Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir. Prerequisites may vary from course to course.*

**ECON 6953. Seminar in Economics** 1-3 sem. hrs.

*Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir. Prerequisites may vary from course to course.*

**ECON 6964. Practicum in Applied Economics** 1-3 sem. hrs.

Directed work in applied economic analysis under the supervision of a working professional in a business, financial, international or public policy area. Requires a faculty supervisor. Offered annually. *Prereq: Admitted to the graduate ECON program; or cons. of M.S.A.E. prog. dir.*

**ECON 6995. Independent Study in Economics** 1-3 sem. hrs.

*Prereq: Admitted to the graduate ECON program and cons. of M.S.A.E. prog. dir.*

**ECON 9970. Graduate Standing Continuation: Less than Half-Time**

0 sem. hrs.  
Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

**ECON 9976. Graduate Assistant Research: Full-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

**ECON 9984. Master's Comprehensive Examination Preparation: Less than Half-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

**ECON 9985. Master's Comprehensive Examination Preparation: Half-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

**ECON 9986. Master's Comprehensive Examination Preparation: Full-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

**ECON 9991. Professional Project Continuation: Less than Half-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

**ECON 9992. Professional Project Continuation: Half-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

**ECON 9993. Professional Project Continuation: Full-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.  
*Prereq: Cons. of G.S.M.*

## EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EXBU)

### DEGREE OFFERED

Master of Business Administration, Plan B Non-Thesis option only.

### PROGRAM DESCRIPTION

The Marquette Executive M.B.A. program is designed for participants whose increasing career responsibilities require the development of broad business knowledge and skills. This is accomplished during a relatively short schedule while allowing participants to fulfill the demands of their current job. The Executive M.B.A. is designed so that students finish their degree in less than 18 months. After a five-day introductory session, the program meets all day on Friday and Saturday of every other week.

Marquette's program is both global and technological. The global focus includes courses on global finance and economics and international management and marketing, culminating with an international trip to examine the similarities and differences of international companies. The tuition includes the international trip and a laptop computer.

### SPECIALIZATIONS

A specialization in International Business is earned by all students in the Executive M.B.A. program who successfully complete all International Business courses with the grade of B or above. These courses are part of the E.M.B.A. curriculum. Additional courses are not required.

Students wishing to pursue a second specialization in Economics, Finance, Human Resources, Management Information Systems, Marketing, or Total Quality Management must complete a separate set of 12 credits specific to that specialization requirement. For a list of approved specializations and the requisite course work, contact the M.B.A. program director, or visit our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). Credits cannot double-count for more than one specialization. The students must earn a grade of B or above in each of the prescribed electives, and all electives must be taken at Marquette University. Specializations are noted on the students' official university transcript.

Graduates of the Executive M.B.A. program may pursue a specialization within five years of graduation. To obtain additional information regarding this opportunity, contact the M.B.A. office at (414) 288-7145 or e-mail [MBA@marquette.edu](mailto:MBA@marquette.edu)

### PREREQUISITES FOR ADMISSION

Applicants are expected to have a four-year bachelor's degree in any field and at least five years of managerial or professional experience.

### APPLICATION DEADLINE

Applications are accepted throughout the year and reviewed as they are received. Applicants will be accepted as they qualify until the class has been filled. Classes start each August.

## APPLICATION REQUIREMENTS

The Executive M.B.A. program has prepared an admissions packet for applicants. Copies may be obtained by contacting the Executive M.B.A. office by phone at (414) 288-7145, by fax at (414) 288-8078, by mail at Executive M.B.A. Program, Straz Hall, Marquette University, P.O. Box 1881, Milwaukee, WI 53201-1881, or by e-mail at [MBA@marquette.edu](mailto:MBA@marquette.edu). Also visit our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm).

Applicants must submit, directly to the Graduate School of Management:

1. A completed application form and fee.
2. Specific information including a recent resume, career goals, professional/ community activities, honors and other special circumstances.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Two letters of recommendation (using the form in the application packet).
5. Official test scores from the Graduate Management Admission Test (GMAT).
6. Additional information, which may be requested on an individual basis.
7. A personal interview is required of all applicants. It will be scheduled after college transcripts and letters of recommendation have been received.

## GENERAL INFORMATION

Executive M.B.A. tuition for the class starting in fall 2009 is \$49,900.00 for the entire 17 month program. Fee includes the \$2,500 deposit, all tuition credits, all textbooks and materials, a laptop computer which the student retains at the end of the program, computer software, most meals, an international trip, including travel to and from destination plus lodging, and all other applicable fees. For more detailed information, contact the Executive M.B.A. office by phone at (414) 288-7145, by fax at (414) 288-8078, by mail at Executive M.B.A. Program, Straz Hall, Marquette University, P.O. Box 1881, Milwaukee, WI 53201-1881, or by e-mail at [MBA@marquette.edu](mailto:MBA@marquette.edu).

## MASTER'S REQUIREMENTS

The curriculum ensures that participants will have the theoretical and practical knowledge as well as the skills necessary to be a leader.

## COURSE DESCRIPTIONS

### EXBU 6191. Teams and Performance

1 sem. hr.

Concentrates on the issues of forming effective teams, group processes, and group development. Participants will be evaluated in terms of the overall team performance, as well as through peer evaluations by team members. Topics include: team building activities, developing group visions, group versus individual decision making, and strategies for improving team performance. S/U grade assessment. *Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6500. Economic Issues of Today

4 sem. hrs.

Integrates economic theory with quantitative and statistical methods for decision making and forward planning by management. The principal focus is on understanding and predicting the economic behavior of consumers, firms, and industries through product-line and industry modeling.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6510. Accounting for Managerial Decisions

4 sem. hrs.

Emphasizes the role of accounting as a financial information system for managerial decisions. Since course participants will have had differing exposure to financial accounting, the basic financial accounting concepts and procedures will be covered first. Then, specific managerial accounting techniques and concepts will follow. Short cases, term projects and a computerized operational planning exercise will be used to learn the value of budgeting as a planning tool. Each of the major assignments will require written and oral reports.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6520. Marketing Management

3 sem. hrs.

An integrated study of the analysis, planning, implementation, and control of marketing programs from a managerial point of view. Topics include: application areas of strategic marketing, customer analysis, market segmentation and competitive positioning, product development, brand management, pricing strategy, marketing channels, marketing communications, social and ethical issues in marketing, among others. Highlighting the course are case studies applied in the above topical areas.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6530. Corporate Finance

3 sem. hrs.

Focuses on the application of financial theory on managerial decision. Topics include: the areas of risk, valuation, capital structure, mergers and acquisitions, and investment decisions. These issues are addressed through case studies of successful and unsuccessful financial strategies.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6542. Global Marketing and Management

3 sem. hrs.

Discussion of: 1) leveraging core competencies in intercountry market selection and production positioning; 2) formulating and implementing global marketing strategies; 3) achieving strategic and competitive advantage in managing value chain activities globally; 4) developing an organizational infrastructure to manage cross-cultural differences and achieve operational synergy; and 5) promoting a unified global marketing and management vision.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6543. Global Issues in Finance and Economics

3 sem. hrs.

Surveys modern approaches to balance of payments and exchange rate determination, and examines various foreign currency markets including spot, forward, and derivative markets. Covers foreign exchange risk, pricing and arbitrage. Applications include exposure and hedging in these markets for corporate and portfolio managers. Also includes an in-depth analysis of international trade including the pros and cons of free trade and the effects of tariffs and quotas. Recent trade policy such as NAFTA, the WTO, and the EU are also considered.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6550. Information Technology

3 sem. hrs.

Examines various emerging information technologies, possibly including data communications and networking, object-oriented design, expert systems, and group computing software. Emphasis is placed on understanding how to assess the potential application of these technologies to business problems, and on the process of assimilating these technologies within the organizations.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6560. Quantitative Tools for Decision Making

3 sem. hrs.

Provides the business manager with effective quantitative methods and tools for managerial decision making and problem solving. The use of statistical and mathematical concepts and techniques for formulating and analyzing business problems will be emphasized. Instead of concentrating on detailed theoretical material, this course seeks to increase the executive's conceptual appreciation for statistical and quantitative techniques.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6571. Ethical and Societal Issues in Business 1

1.5 sem. hrs.

Examines the impact of business on society, and the impact of ethical and societal issues on business. Objectives include: improving the student's ability to recognize and identify ethical issues, placing ethical issues in an organizational context, and improving the student's ability to reason toward a satisfactory resolution.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6572. Ethical and Societal Issues in Business 2

1.5 sem. hrs.

Introduction to the descriptive, normative and prescriptive elements of moral theory and their application to business. Students will gain familiarity with classical theories of right and wrong, good and bad, distributive justice and rights. These frameworks will then be applied to moral dilemmas in business. Pedagogical approaches may include case studies and research of current and classical ethical issues in business. Particular attention will be paid to international and global aspects of current corporate practices.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6580. Managing People in Organizations

3 sem. hrs.

Investigates the impact of human behavior on organizations and investigates how managers can predict and influence such behavior. Begins by focusing on the individual, then the group, and finally the organization as a whole. Topics include: interpersonal perception, motivation, conflict, leadership, corporate culture and organizational change.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6590. Supply Chain Strategy and Practice

3 sem. hrs.

Examines issues critical to service and manufacturing operations. Topics include: just-in-time systems, total quality management, sourcing and logistics, technology transfer, and risk management. Emphasis will be given to globalization of operations.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6640. Strategic Management

3 sem. hrs.

Examines the diagnostic, problem-formulating, and problem-solving strategies of top managers. The course serves as an integration of earlier courses, and also presents current ideas concerning appropriate strategies for firms of varying sizes in diverse environments.

*Prereq: Admitted to Executive M.B.A. program.*

### EXBU 6931. Topics in Executive Business

1-3 sem. hrs.

Topics will vary.

*Prereq: Admitted to Executive M.B.A. program.*

**EXBU 6951. International Study in Business**  
3 sem. hrs.

Consists primarily of a structured 7-day trip to compare and contrast international business practices with those of the United States. Preparation includes readings and case discussions of international firms, including those scheduled to be visited. After the trip, a written analysis of the differences and similarities of European and American companies is required. *Prereq: Admitted to Executive M.B.A. program and student in good academic standing.*

**EXBU 6953. Seminar in Executive Business**  
1-3 sem. hrs.

Topics will vary. *Prereq: Admitted to Executive M.B.A. program.*

**EXBU 6995. Independent Study in Executive Business** 1-3 sem. hrs.

*Prereq: Admitted to Executive M.B.A. program; and cons. of M.B.A. prog. dir.*

**ENGINEERING MANAGEMENT (ENMA)**

*Engineering Director of Graduate Studies and Adjunct Associate Professor: Polczynski  
Business Administration Director of Graduate Studies and Professor: Srivastava*

*Note: Faculty members and their ranks are for the 2008–2009 academic year.*

**DEGREES OFFERED**

Master of Science in Engineering Management, Plan B only.

**PROGRAM DESCRIPTIONS****MASTER'S PROGRAM**

The Marquette University master of science in engineering management program responds to the world's growing need for technologists who can lead in the conceptualization, development, and globalization of new generations of commercially viable technology-based products, processes, and services. Program graduates acquire knowledge, skills, and direct hands-on experience in:

- generating innovative technical solutions to existing and emerging market needs;
- transferring technical solutions into entrepreneurial products and services; and
- developing global supplier and customer bases to apply technical solutions worldwide.

By its very nature, this program requires a partnership between the fields of engineering and management. Marquette's engineering management program is truly interdisciplinary since it is developed, sponsored, organized, and administered by a coalition of members from the College of Engineering and the Graduate School of Management. Both have graduate programs that are long-standing and highly regarded. The engineering management program capitalizes on these strengths by drawing on established and successful courses from each college.

**PREREQUISITES FOR ADMISSION**

Admission decisions are based on a variety of criteria, each of which is intended to measure the applicant's ability to succeed in the program. No application can be evaluated until all of the required official documents have been received.

An applicant must have completed or be in the process of completing a four-year bachelor's degree (usually in engineering) from an accredited college or university. Students holding a bachelor's degree in disciplines other than engineering may be admitted to the program but may be required to take additional courses.

**APPLICATION REQUIREMENTS**

Applicants must submit, directly to the Graduate School:

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.
4. Three letters of recommendation.
5. *(For master's applicants only)* official GRE or GMAT test scores.
6. Resume or job profile.
7. *(For international applicants only)* a TOEFL score or other acceptable proof of English proficiency. Waived for applicants whose native language is English or who have received a degree from an accredited academic institution in an English-speaking country.

**MASTER'S REQUIREMENTS**

All students must complete a minimum of 33 credit hours of course work, of which 27 credit hours are considered core courses and 6 credit hours are electives. A minimum of 18 credit hours must be taken from the College of Engineering and a minimum of 15 credit hours must be taken from the Graduate School of Management.

Students who do not have an adequate undergraduate background in business may also be required to complete one or more M.B.A. foundation courses (ACCO 6000 Accounting Foundations, ECON 6000 Economics Foundations, INTE 6000 Information Technology Foundations, MANA 6000 Mathematics Foundations, MANA 6001 Statistics Foundations) in preparation for the core business courses.

**CORE COURSES**

Nine core courses (27 credit hours) must be selected from a restricted set of classes in each of the following three areas: business administration, engineering management, and decision support. The list of approved core courses may change from time to time to maintain a state-of-the-art program. Currently, the core courses that are approved in each of the three required areas are as follows:

**Business Courses (select at least three)**

ACCO 6100 Managerial Accounting  
ECON 6100 Managerial Economics  
FINA 6100 Financial Management  
MANA 6100 Organizational Behavior  
MARK 6100 Marketing Management  
OSCM 6100 Operations and Supply Chain Management

**Engineering Courses (select at least four)**

ENMA 6030 Engineering Six Sigma Design and Development  
ENMA 6040 Lean Manufacturing Systems  
ENMA 6050 Reliability, Failure Analysis, and Risk Assessment  
ENMA 6060 Innovation and Technology  
ENMA 6070 Engineering Project Management  
ENMA 6080 Front-End Engineering Product Development

ENMA 6090 New Product and Process Portfolio Management

ENMA 6931 Management Issues in Engineering and Technology

ENMA 6995 Independent Study in Engineering Project Management

**Decision Support Courses (select at least two)**

ECON 6560 Applied Econometrics  
ENMA 6010 System Modeling, Simulation, and Analysis

ENMA 6020 Engineering Innovation and Entrepreneurship

MARK 6160 Marketing Research

OSCM 6160 Quantitative Decision Modeling and Analysis

**ELECTIVE COURSES**

Students choose any two graduate-level engineering or GSM (6000-level) beyond foundation elective courses that meet their individual needs. Students who wish to select courses from other departments must obtain approval from the Graduate Committee.

**HUMAN RESOURCES (HURE)****DEGREE OFFERED**

Master of Science in Human Resources, Plan B Non-Thesis Option only.

**PROGRAM DESCRIPTION**

The master of science in human resources (M.S.H.R.) program is designed to meet the educational needs of individuals who are pursuing or intend to pursue a career in human resources. Students from any undergraduate field may be accepted into the program. Central to the program's objective is the development of skills and knowledge in the areas of greatest concern to a human resources professional. These critical areas include: compensation and reward systems, employment and labor law, labor relations, training and development, staffing, benefit administration, human resources information systems, and issues of diversity.

**PREREQUISITES FOR ADMISSION**

Admission to the M.S.H.R. program requires: a) a four-year bachelor's degree from an accredited college or university; b) an acceptable record of academic achievement at the bachelor's level and in any previous graduate course work; c) acceptable scores on required admission tests; and d) an overall composite profile of admission data (including an evaluation of previous work experience) that predicts success in the program.

**APPLICATION REQUIREMENTS**

Students may apply for Regular Degree, Temporary Degree or Non-degree status. It is recommended that students apply for Regular Degree Status when possible. The application is online via our Web site at [www.marquette.edu/gsm](http://www.marquette.edu/gsm). Then click on *Apply Now*.

1. A completed application form and fee.
2. Essay questions on the application form.
3. Official transcripts from all current and previous colleges/universities except Marquette.

4. Official test scores from the Graduate Management Admission Test (GMAT) or the Graduate Records Exam (GRE).
5. Resume or job profile.
6. (For international applicants or applicants applying for Graduate School financial aid, i.e. assistantship positions) three letters of recommendation.
7. (For international applicants only) an official TOEFL score or other acceptable proof of English proficiency.

*Note:* Temporary non-degree applicants (admission valid for one term only) must submit all of the above except the GMAT or GRE scores. Students are encouraged to complete all application materials and apply for degree status. Temporary status is valid for one semester only. Temporary non-degree status students are not eligible to continue taking M.S.H.R. classes beyond one semester without degree admission. Typically, non-degree admission is not recommended in the human resources program.

## BACHELOR'S-MASTER'S PROGRAM

This five-year program allows students to earn both their master of science in human resources and an undergraduate degree with a major or a minor in human resources. Students begin their graduate work the summer immediately following their senior undergraduate year by taking two graduate level courses. The remaining eight courses are completed in the student's fifth year.

Students may take two HURE courses (six credits) in their senior undergraduate year. These graduate courses double-count toward the undergraduate and graduate degrees. Should a student be denied admission to the M.S.H.R. program, the courses will be counted toward the undergraduate degree. Upon completion of the first term as a master's candidate, the student must petition their Graduate School of Management program director to transfer the courses taken as an undergraduate to the master's degree.

To be considered for admission, applicants must formally apply to the Graduate School of Management during their senior year at Marquette University, complete all of the application requirements as listed above, and indicate on their application that they are applying for the five-year program. For information, contact the director of the M.S.H.R. program by telephone (414) 288-3643, by fax (414) 288-5754, or by e-mail at tim.keaveny@marquette.edu.

## MASTER'S REQUIREMENTS

The M.S.H.R. program requires a minimum of 36 credit hours of course work. The required number of credits can be as many as 38 if a student has not completed a microeconomics course during undergraduate studies.

### FOUNDATION COURSE WORK

Students who have not completed a microeconomics course are required to complete ECON 6000 Economics Foundations (2 sem. hrs.). This course is in addition to the required 36 hours for the M.S.H.R. degree.

### CORE COURSE WORK

Students must complete each of the following courses for 6 credit hours:

HURE 6500 Human Resource Statistics and Research Design  
HURE 6590 Strategic Human Resources Management

### HUMAN RESOURCES CORE

Students must complete 3 or 4 of the following courses for 9 or 12 credit hours:

- HURE 5020 Labor Relations  
HURE 6510 Employee Compensation  
HURE 6530 Staffing Work Organizations  
HURE 6580 Training and Development

Labor relations, compensation, staffing, and training, are the central functions performed by human resource professionals. Our students are required to take at least one course in three of the four areas. If a student elects to take all four of the above courses, the supporting field course work is reduced from 9 credit hours to 6 credit hours.

### ETHICS CORE

(Select one)

- HURE 5003 Employment Law  
HURE 6535 Diversity in Organizations  
MANA 6170 Global Environment of Business

### ELECTIVE CORE

(Select three)

- HURE 5003 Employment Law  
HURE 5005 Employee Benefit Systems  
HURE 5050 Human Resources Information Systems  
HURE 6125 Negotiations  
HURE 6170 Ethical Issues, Regulatory Environment and Human Resource Management  
HURE 6535 Diversity in Organizations  
HURE 6931 Topics in Human Resources  
HURE 6953 Seminar in Human Resources  
MANA 6100 Organizational Behavior  
MANA 6110 Leadership, Motivation, and Organizational Change  
MANA 6170 International Management  
PSYC 8665 Industrial Psychology and Organizational Development  
PSYC 8668 Personnel Selection

### SUPPORTING FIELD COURSE WORK

In addition to foundation and core course work, students in the M.S.H.R. program must take six or nine credits (two or three courses) selected from a wide variety of supporting areas both within and outside of the Graduate School of Management. Supporting areas of study include: communication, counseling, instructional leadership, economics, law, research methodology, and business administration. Students may choose any combination of courses in these areas from the list of designated classes.

## COURSE DESCRIPTIONS

**HURE 5003. Employment Law** 3 sem. hrs.  
Provides an overview of the major federal laws which regulate human resources management, as well as common law. Topics include: wrongful discharge, privacy, defamation, negligent hiring, Title VII, affirmative action, the Americans with Disabilities Act, ERISA, Workers' Compensation, and the Occupational Safety and Health Act. Provides human resource managers and line supervisors with a sufficient working knowledge of these laws to reduce the risk of imposing legal liability on their employers by their own actions and to minimize liability for questionable or unlawful acts of company agents through prompt and effective action.  
*Prereq:* Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.

### HURE 5005. Employee Benefit Systems

3 sem. hrs.

The course addresses the design and administration of employee benefit systems. Among the programs studied are: health and wellness programs, pension and retirement programs, and cafeteria plans. Legally mandated benefit systems are also studied.  
*Prereq:* Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.

### HURE 5020. Labor Relations and Collective Bargaining

3 sem. hrs.

Examines the development, structure and process of collective bargaining as well as negotiation processes and strategies in a variety of settings. Central topics include labor law, union organization, general principles of negotiation, and labor contract negotiation in particular. The course is taught from a neutral perspective, emphasizing the rights and responsibilities of labor, management and government. Makes extensive use of bargaining exercises.

### HURE 5050. Human Resources Information Systems

3 sem. hrs.

Addresses the use of human resource information systems to facilitate and improve managerial decisions pertaining to human resource issues. Topics include: information systems fundamentals and modeling of human resource issues to assist decision making in such areas as HR and affirmative action planning, staffing, training and development, compensation and benefit administration.  
*Prereq:* Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.

### HURE 6050. Human Resources Information Systems

3 sem. hrs.

Addresses the use of human resource information systems to facilitate and improve managerial decisions pertaining to human resource issues. Topics include: information systems fundamentals and modeling of human resource issues to assist decision making in such areas as HR and affirmative action planning, staffing, training and development, compensation and benefit administration.  
*Prereq:* Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.

### HURE 6125. Negotiations

3 sem. hrs.

Provides a comprehensive investigation of the process and dynamics surrounding adverse variety of negotiations and conflict resolution efforts. Both academic models of negotiations and actual events, historical and contemporary, will be examined in detail. Strategies and tactics for achieving objectives, limiting losses and maintaining positive relations will be emphasized in light of radically changing social and business climates. Methods for becoming an effective negotiator will be presented through both analytical frameworks and experiential opportunities. Cost/benefit assessment of negotiations will be developed in the actual costing of an agreement and the impact of failing to achieve an agreement and having to resort to alternative options.  
*Prereq:* Admitted to the graduate HURE program; or cons. of the M.S.H.R. prog. dir.

**HURE 6170. Ethical Issues, Regulatory Environment and Human Resource Management** 3 sem. hrs.

Addresses an array of human resource topics from the manager's point of view. Three themes will be woven throughout this course: ethical issues presented by selected human resource policies and programs; the legal and regulatory environment pertaining to employees and to union organizations and representation; and establishing consistency between human resource management policies and programs and the strategic objectives of the organization. *Prereq: Admitted to the graduate ACCO, BUAD, ECON, ENMA, HCTM, HURE or NURS program; and cons. of M.S.H.R. prog. dir.*

**HURE 6500. Human Resource Statistics and Research Design** 3 sem. hrs.

Addresses the topics of measurement, sampling and research design in the context of human resources management systems. Statistical methods studied include analysis of variance, analysis of covariance, correlation, regression, multiple regression, as well as selected nonparametric statistics and measures of association. Extensive use of human resource management examples will be employed to facilitate transfer to work organization settings. *Prereq: Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.*

**HURE 6510. Strategic Compensation** 3 sem. hrs.

Focuses on theory and practice relevant to the development of compensation systems which are internally consistent, externally competitive and individually motivating. Topics include: motivation theories; job evaluation methods; salary and benefit surveys; pay structures; and alternative compensation plans, including gainsharing, broadbanding and pay-for-knowledge. Relevant government regulations are also studied. *Prereq: Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.*

**HURE 6530. Staffing Work Organizations** 3 sem. hrs.

Studies theories and practices relevant to staffing work organizations. Topics include: reliability and validity of selection procedures, criterion development, evaluation of alternative selection procedures and compliance with equal employment opportunity, affirmative action as well as other relevant regulations. *Prereq: Admitted to the graduate HURE program and HURE 6500; or cons. of M.S.H.R. prog. dir.*

**HURE 6535. Diversity in Organizations** 3 sem. hrs.

Focuses on the complex dynamics of diversity in organizations as seen from the vantage point of social science and organizational studies. Examines demographic trends in the work force, differentiates cultural practices and value among diverse groups, and discusses strategies for dealing with discrimination and stereotyping. The focal themes of the course include: the nature or character of diversity, organizational practices, and theoretical implications. Individual, interpersonal and organizational factors influencing diversity will be examined using both a conceptual and an experiential approach. *Prereq: Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.*

**HURE 6580. Training and Development** 3 sem. hrs.

Addresses principles and factors that contribute to the personal growth and development of employees. Focuses on training and employee development within work organizations. Training includes program development, principles of learning, training techniques and evaluation. Employee development topics involving career planning and management will also be addressed. *Prereq: Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir.*

**HURE 6590. Strategic Human Resource Management** 3 sem. hrs.

Investigate principles of human resource strategy and the link to business strategy. Concepts emphasized include resource-based theory of the firm, sustained competitive advantage, as well as fit and flexibility in the design of human resource systems. Approaches to evaluating and assessing the contribution and effectiveness of human resource systems are studied.

*Prereq: Completion of MANA 6100 for BUAD graduate students; completion of 9 HURE credits for HURE students; or cons. of the M.S.H.R. prog. dir.*

**HURE 6931. Topics in Human Resource Management** 1-3 sem. hrs.

Elective course. Topics will vary.

*Prereq: Admitted to graduate BUAD, ECON, ENMA, HCTM, HURE or NURS program; ACCO 6100; or cons. of M.S.H.R. prog. dir. Prerequisites may vary from course to course.*

**HURE 6953. Seminar in Human Resources** 1-3 sem. hrs.

*Prereq: Admitted to the graduate HURE program; or cons. of M.S.H.R. prog. dir. Prerequisites may vary from course to course.*

**HURE 6995. Independent Study in Human Resources** 1-3 sem. hrs.

*Prereq: Admitted to the graduate HURE program; and cons. of M.S.H.R. prog. dir.*

**HURE 9970. Graduate Standing Continuation: Less than Half-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.

*Prereq: Cons. of G.S.M.*

**HURE 9976. Graduate Assistant Research: Full-Time** 0 sem. hrs.

Fee. SNC/UNC grade assessment.

*Prereq: Cons. of G.S.M.*