

Master of Business Administration

The M.B.A. program is designed to provide the range of knowledge and practical skills needed by the professional manager. The program is ideal for those already in management positions who wish to enhance their career opportunities. It is equally valuable for those in non-management positions who wish to prepare themselves for a career shift into management. The program has successfully served both the new graduate and the person returning to academic work from a career. The course of study is specifically designed to accommodate the non-business as well as the business-degree holder.

Ethical conduct is a hallmark of the business profession. As such, students enrolled in the program must adhere to the program's Academic Honor Code. Any student enrolled in the program found to have committed an act of academic dishonesty will be subject to disciplinary action, which could include permanent dismissal from the program.

The M.B.A. Curriculum

The M.B.A. program is designed to provide graduates with broad competence in administration and managerial decision-making. The full-time student should be able to complete the degree program in approximately sixteen months, while the part-time student could complete the program in about twenty-four months. Full-Time students' programs require four semesters (including one summer) to complete the degree requirements, and Part-Time students' programs require six semesters (including two summers) to complete the degree requirements.

The course of study is divided into three broad areas: the MBA Foundation, the MBA Core Experience, and the MBA Electives (or Concentration).

The MBA Foundation - 2 courses

Successful completion of the following courses or their equivalents is required to satisfy the MBA Foundation requirement:

Code	Title	Credits
SOBA 506	Foundations of Business Analytics	3
SOBA 507	Foundations of Accounting and Finance	3
Total Credits		6

The coursework required in the MBA Foundation is constructed to provide students with the basic concepts and techniques needed in the MBA Core Experience and the MBA Electives (or Concentration). Thus, the MBA Foundation coursework should be completed before the MBA Core Experience or the MBA Elective (or Concentration) coursework is attempted.

The MBA Core Experience - 7 courses

Code	Title	Credits
ACCT 523	Financial & Mgrl Acct for Mgrs ¹	3
FINA 511	Advanced Financial Management	3
MKTG 516	Marketing Decision Making	3
MGMT 519	Organizational Theory and Behavior	3
BSAN 508	Managerial Decision Analytics	3
BSAN 591	Technology for Business Transformation	3
MGMT 595	Strategic Management	3
Total Credits		21

¹ For students who have previously completed upper division courses in intermediate accounting (ACCT 303 and 304) and an introductory course in cost/managerial accounting (ACCT 212), the ACCT 507 course or ACCT 533 course will be substituted for ACCT 523, which otherwise is a required course in the MBA program.

The MBA Electives (or Concentration) - 3 courses

Code	Title	Credits
Business Electives (three 3-credit graduate business courses)		9
Total Credits		9

Accounting Concentration

Students wishing to pursue a more focused program of study can choose to concentrate in Accounting as part of the M.B.A. degree. Under this option, students will take three accounting courses as their electives in addition to the required accounting course for a total of four accounting or accounting-related courses. For this course of study, the accounting courses are to be selected from among the following:

Code	Title	Credits
ACCT 502	Federal Taxation of Entities *	
ACCT 503	Tax Research *	
ACCT 507	Financial Accounting III **	
ACCT 512	Taxation for Managers	
ACCT 524	Principles of Business Valuation	
ACCT 533	Forensic Accounting and Fraud Examination	
ACCT 540	Taxation of U.S. Corporations *	
ACCT 541	Taxation of U.S. Partnerships *	

* Requires previous completion of the equivalent of ACCT 301 Taxation of Individuals.

** Requires previous completion of the equivalent of ACCT 304 Financial Accounting II.

Finance Concentration

Students wishing to pursue a more focused program of study can choose to concentrate in Finance as part of the M.B.A. degree. Under this option, students will take three finance courses as their electives in addition to the required finance course for a total of four finance or finance-related courses. All graduate-level elective courses with a finance (FINA) designation are acceptable for this course of study.

M.B.A. Term Dates

The M.B.A. classes are offered during non-traditional terms. See the M.B.A. term dates in the Academic Calendar.

M.B.A. Internships

An internship is an on-the-job learning experience intended to supplement the M.B.A. curriculum. Internships provide opportunities to strengthen interpersonal skills, use research design and methodology, organize and implement projects, and gain a greater understanding of organizational realities. Employers benefit from the new problem-solving techniques and approaches brought by students. Students have the opportunity to test their interest in prospective employers.

To be eligible to register, both the student's internship proposal and an information meeting with the Graduate Director must demonstrate that the application and leverage of graduate level content will occur in depth. One, two or three credits may be approved. Approval to register conveys that the student's internship is credit-eligible. Actual credit is awarded based on fulfillment of all course requirements. The course will be numbered SOBA 597. Please contact the Office of Graduate Business Programs for internship procedures at 386-822-7410.

The J.D./M.B.A. Curriculum

Students completing the J.D./M.B.A. program receive both an M.B.A. degree from the Stetson University School of Business Administration and a J.D. degree from the Stetson University College of Law. Holders of these degrees can use the J.D. to provide the legal context for their managerial activities and the M.B.A. to sharpen their administrative and managerial decision-making skills; in fact, many CEOs and upper-level managers possess law degrees. In this program, the M.B.A. accepts 9 credit hours from a list of directed electives in the law program, and the College of Law accepts 12 credit hours from the M.B.A. program of study. The net benefit is a 21 credit hour reduction when compared to pursuing the two degrees independently.

The MBA Foundation - 2 courses

Successful completion of the following graduate courses or their equivalent is required to satisfy the MBA Foundation requirement:

Code	Title	Credits
SOBA 506	Foundations of Business Analytics	3
SOBA 507	Foundations of Accounting and Finance	3
Total Credits		6

The coursework required in the MBA Foundation is constructed to provide students with the basic concepts and techniques needed in the MBA Core Experience and the MBA Electives (or Concentration). Thus, the MBA Foundation coursework should be completed before the MBA Core Experience or the MBA Elective (or Concentration) coursework is attempted.

The MBA Core Experience - 7 courses

Code	Title	Credits
ACCT 523	Financial & Mgrl Acct for Mgrs	3
BSAN 508	Managerial Decision Analytics	3
BSAN 591	Technology for Business Transformation	3

FINA 511	Advanced Financial Management	3
MGMT 519	Organizational Theory and Behavior	3
MGMT 595	Strategic Management	3
MKTG 516	Marketing Decision Making	3
Total Credits		21

The MBA Electives - 3 courses

Code	Title	Credits
Business Electives (from list of directed elective courses from partner program)		9
Total Credits		9

The Master of Pharmacy/M.B.A. Curriculum

This online program is designed for individuals such as clinical pharmacists, pharmaceutical company sales representatives, and hospital directors, who either have progressed or wish to progress into a management position within the pharmaceutical industry and would benefit from graduate-level work in both pharmacy and business. Students completing the M.S.P./M.B.A. program receive both an M.B.A. degree from the Stetson University School of Business Administration and a Master of Pharmacy degree from the University of Florida College of Pharmacy.

Students must be accepted into both the UF M.S. in Pharmacy program and the Stetson M.B.A. program. Students first enter the Master of Pharmacy program at the University of Florida. After completing a prescribed number of pharmacy courses, students then begin taking Stetson M.B.A. courses. In this program, the M.B.A. accepts 9 credit hours from a list of directed electives in the pharmacy program, and the University of Florida College of Pharmacy accepts 6 credit hours from the M.B.A. program of study. The net benefit is a 15 credit hour reduction when compared to pursuing the two degrees independently. The UF program requires students to pass an on-campus comprehensive examination prior to graduation.

The MBA Foundation - 2 courses

Successful completion of the following courses or their equivalents is required to satisfy the Graduate Foundation requirement:

Code	Title	Credits
SOBA 506	Foundations of Business Analytics	3
SOBA 507	Foundations of Accounting and Finance	3
Total Credits		6

The coursework required in the MBA Foundation is constructed to provide students with the basic concepts and techniques needed in the MBA Core Experience and the MBA Electives (or Concentration). Thus, the MBA Foundation coursework should be completed before the MBA Core Experience or the MBA Elective (or Concentration) coursework is attempted.

The MBA Core Experience - 7 courses

Code	Title	Credits
ACCT 523	Financial & Mgrl Acct for Mgrs	3
BSAN 508	Managerial Decision Analytics	3
BSAN 591	Technology for Business Transformation	3
FINA 511	Advanced Financial Management	3
MGMT 519	Organizational Theory and Behavior	3
MGMT 595	Strategic Management	3
MKTG 516	Marketing Decision Making	3
Total Credits		21

The MBA Electives - 3 courses

Code	Title	Credits
Business Electives (from list of directed elective courses from partner program)		9
Total Credits		9

The Master of Healthcare Administration/M.B.A. Curriculum

This online program is designed for individuals such as clinicians, administrators, hospital directors, and healthcare professionals who either have progressed or wish to progress into a management position within the healthcare industry and would benefit from graduate-level work in both healthcare administration and business. Students completing the M.H.A./M.B.A. program receive both an M.B.A. degree from the Stetson University School of Business Administration and a Master of Healthcare Administration degree from AdventHealth University.

Students must be accepted into both the AHU M.H.A. program and the Stetson M.B.A. program. In this program, the M.B.A. accepts 9 credit hours from a list of directed electives in the M.H.A program, and the AHU M.H.A. accepts 12 credit hours from the M.B.A. program of study. The net benefit is a 21 credit hour reduction when compared to pursuing the two degrees independently.

The MBA Foundation - 2 courses

Successful completion of the following courses or their equivalents is required to satisfy the Graduate Foundation requirement:

Code	Title	Credits
SOBA 506	Foundations of Business Analytics	3
SOBA 507	Foundations of Accounting and Finance	3
Total Credits		6

The coursework required in the MBA Foundation is constructed to provide students with the basic concepts and techniques needed in the MBA Core Experience and the MBA Electives (or Concentration). Thus, the MBA Foundation coursework should be completed before the MBA Core Experience or the MBA Elective (or Concentration) coursework is attempted.

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The MBA Electives - 3 courses

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Business Electives (from list of directed elective courses from partner program)		9
Total Credits		9

Learning Outcomes

Student learning outcomes describe what students know, understand and are able to do as a result of completing a degree program. The learning outcomes for this program are:

1. Think Critically, Analyze and Solve Business Problems Effectively, and Make Decisions Across Functional Areas
2. Communicate Ideas and Information Effectively in the Business Context
3. Understand How Global Issues Impact Business Decision Making
4. Identify and Understand the Importance of Ethical Decision Making for the Organization and Society

Faculty

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M.B.A., Ph.D., Northwestern University

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Ph.D., University of Houston
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M.A., Ph.D., Northeastern University

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M.S., University of Miami
M.B.A., Villanova University
Ph.D., Florida Atlantic University

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Interim Director of the Roland and Sarah George Investments Institute

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Ph.D., University of Central Florida

Imes, Matthew

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B.S., Anderson University

M.S., University of Maryland

Ph.D., Temple University

Jones, Scott

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B.S., Florida State University

M.B.A., University of Tampa

Ph.D., University of Oregon

Mero, Neal

Professor of Management

Dean of the School of Business Administration

B.S., University of Maryland

M.B.A., University of Montana

Ph.D., University of Florida

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Chair of Finance

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B.S., University of Madras

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A.C.A.

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Courses

ACCT 502. Federal Taxation of Entities. 3 Credits.

An overview of U.S. tax laws applicable to corporations, partnerships, estates, trusts, flow-through entities, and not-for-profit organizations. Prerequisite: ACCT 301. This course is not open to students who have taken or are planning to take ACCT 540 and/or ACCT 541.

ACCT 503. Tax Research. 3 Credits.

This course will use research techniques to examine tax issues as they relate to individuals and business entities (corporations, partnerships, S Corporations, LLCs, and LLPs). Students will also be exposed to estates, trusts, and gifts. Students will be required to use the internet and databases to find authoritative sources to defend their positions when developing solutions to tax issues. Client letters and file briefs will also be prepared. Prerequisite: ACCT 301, ACCT 402 or ACCT 502 is recommended.

ACCT 504. Strategic Accounting Systems. 3 Credits.

Students examine the preparation and evaluation of the financial information necessary to effective managerial decision-making, including the evaluation and reporting of things such as inventories, property, debt, and equity as well as cost analysis and reporting. The emphasis is placed on decision-making and value creation for the enterprise.

ACCT 507. Financial Accounting III. 3 Credits.

A study of accounting for inter-corporate investments, consolidated statements, foreign operations, disaggregated information and partnerships. A significant research component is required. Prerequisite: ACCT 304.

ACCT 508. Governmental and Not-For-Profit Accounting. 3 Credits.

A study of accounting and reporting requirements for local, state, and federal government and not-for-profit organizations. Prerequisite: ACCT 304.

ACCT 509. Cases in Financial Accounting and Reporting. 3 Credits.

This course will examine various technical/complex issues and current topics in financial reporting, primarily via a case-analysis approach. Prerequisite: ACCT 304.

ACCT 510. Data Analytics for Accountants. 3 Credits.

This course focuses on the use of the analytical tools and techniques which currently comprise the business analytics environment. Topics covered include descriptive, predictive and prescriptive analytics, data mining, optimization, visualization and simulation modeling for decision making, with specific application to accounting and auditing. Open to Master of Accountancy students only.

ACCT 511. Current Issues in Accounting. 3 Credits.

Graduate level seminar on current issues and problems in the field. The topics will include discussion of the profession's code of ethics. Prerequisite: Completion of the MACC Accounting Foundation.

ACCT 512. Taxation for Managers. 3 Credits.

This course provides an overview of U.S. income laws for individuals and business entities. This course is designed for students with no previous coursework in taxation. Open only to M.B.A. students.

ACCT 516. Advanced Auditing. 3 Credits.

A continuation of the study of external auditing, including coverage of audit sampling and attestation engagements as well as individual research in an auditing topic. The course also considers selections from the academic and practitioner literature which examine current issues and problems in auditing and the profession. Prerequisite: ACCT 406.

ACCT 519. Financial Reporting for Managers. 3 Credits.

The study of financial accounting and reporting from a management perspective . Open only to EMBA students.

ACCT 520. Financial Accounting and Reporting Seminar. 3 Credits.

A study of advanced issues in financial accounting and reporting from a user perspective. Open only to M.B.A. students.

ACCT 521. Contemporary Issues in Managerial Accounting. 3 Credits.

This course will provide the student with research techniques relating to management accounting issues. Topics will be addressed in a case study format and will include cost measurement concepts, cost accumulations, production costs, decision making models, forecasting and production techniques, planning and budgeting, variance analysis, performance measures, and benchmarking. Students will be required to prepare papers presenting their solutions to the cases. Prerequisite: ACCT 421.

ACCT 522. Accounting and Managerial Decision-Making. 3 Credits.

Study of the use of accounting information by managers for internal planning, control, and decision-making. This course is designed for students with an introductory accounting background. Open only to M.B.A. students.

ACCT 523. Financial & Mgrl Acct for Mgrs. 3 Credits.

The study of financial accounting and reporting from a user perspective and of the use of management accounting information for managerial decision-making. Open only to MBA students.

ACCT 524. Principles of Business Valuation. 3 Credits.

Principles of Business Valuation. 3 credits. An introduction to business valuation of non-public companies, with a focus on valuation theory, financial statement analysis, financial analysis, risk assessment and measurement, and the application of valuation methodologies and professional judgment. Prerequisites: Business Finance foundation course.

ACCT 530. Estate, Fiduciary, and Gift Taxation. 3 Credits.

A study of estate taxation, fiduciary and trust taxation, and aspects of estate and gift research. Prerequisite: ACCT 301, ACCT 402 or ACCT 502 is recommended.

ACCT 533. Forensic Accounting and Fraud Examination. 3 Credits.

This course provides an overview of forensic accounting and fraud examination. Prerequisite: ACCT 520 or ACCT 304.

ACCT 540. Taxation of U.S. Corporations. 3 Credits.

The study of regular, S and exempt corporate taxation, including the taxation of the formation, operation and liquidation of these entities. Prerequisites: ACCT 211 and ACCT 301.

ACCT 541. Taxation of U.S. Partnerships. 3 Credits.

The study of partnership taxation, including the taxation of the formation, operation and liquidation of these entities. Prerequisites: ACCT 211 and ACCT 301.

ACCT 542. Multijurisdictional Taxation. 3 Credits.

The study of state, local and multinational taxes, including nexus, income and expense sourcing, multijurisdictional income tax allocations, current trends in cross-border enforcement, Subpart F income, branch vs. subsidiary income and the effects of repatriation, multinational account disclosures including OVDI, FATCA and FBAR. Prerequisite: ACCT 211 and ACCT 301.

ACCT 563. Advanced Accounting Theory. 3 Credits.

This course examines the postulates, principles, and concepts of accounting and financial reporting that have developed over time and the institutions that have shaped them. The course also takes a critical view of the complex reporting issues currently facing business today and requires students to research theoretical issues. Prerequisite: ACCT 304.

ACCT 585. Independent Study. 3 Credits.

M.Acc elective only with Department Chair Permission. Content to be determined by instructor.

ACCT 590. Special Topics in Accounting. 3 Credits.**ACCT 591. Information Technology and Business Strategy. 3 Credits.**

Using case analysis, discussion boards, readings and videos, this course explores ways in which information technology can potentially impact business strategy relating to enterprise resource planning, supply chain management, customer relationship management, and creation of the "agile" enterprise. Master of Accountancy only.

BSAN 501. Current Topics in Information Technology. 3 Credits.

This course is designed to acquaint students with current trends and issues in information technology by focusing on one of a number of information technology topics. Topics currently addressed in this course are Ethics and Technology, Information Technology Project Management, System Dynamics Modeling, or Digital Inclusion. Graduate only.

BSAN 508. Managerial Decision Analytics. 3 Credits.

An analysis of the quantitative decision making process in management. This course explores the relationship between business intelligence and management decision making both in theory and in practical terms. Students learn how to apply a variety of quantitative tools to decision situations. Emphasis is placed on decision theory, forecasting, linear programming, queuing, simulation and other decision making tools. Graduate only.

BSAN 523. Applied Health Analytics. 3 Credits.

This course is designed to provide an applied health analytics management overview of healthcare information systems administration, healthcare dataanalytics, and healthcare future trends. Healthcare systems generate nearly 1/3 of the world's data and the healthcare industry will be the largest employmentsector within the next decade. Healthcare stakeholders are promised a better world through data analytics by eliminating medical errors, reducing readmissions, providing evidence based care, demonstrating quality outcomes, and adding cost efficiencies among others. There is significant demand to take advantage of increasing amounts of data by utilizing analytics for executive insights and decision making in healthcare. This course combines clinical healthcare concepts with analytics knowledge, through applied experientiallearning exercises and case studies to improve value-based management of healthcare.

BSAN 527. Machine Learning for Business Decisions. 3 Credits.

This course demonstrates the application of several machine learning methods for addressing practical problems that arise in business. Emphasis will be given to preprocessing methods such as feature selection, feature extraction, dimensionality reduction, unsupervised learning (clustering), supervised learning (Classification) and data visualization. Methods will be introduced and demonstrated through a business-related series of case studies from manufacturing, production systems, healthcare, finance industry and marketing. Prerequisite: BSAN 508.

BSAN 535. Databases and Big Data for Analysis. 3 Credits.

This course provides in-depth coverage of enterprise level database technology issues including data modeling, logical and physical table design, and implementation in a non-relational environment. Students gain hands-on experience in the implementation of enterprise-level development techniques such as SQL and MongoDB.

BSAN 591. Technology for Business Transformation. 3 Credits.

Using case analysis, class discussion, and problem solving exercises, this course explores the critical factors affecting business success through the use of information technology. Business strategy issues, uses of business intelligence, e-business technologies, streamlining business operations, creating an environment that builds innovation and organizational transformation are discussed in detail. Graduate only.

BSAN 592. Corporate Information Strategy and Management. 3 Credits.

This course examines how information technology (IT) enables organizations to conduct business in radically different and more effective ways. The focus is on IT strategy implementation and how it is managed at the corporate level to enable strategic competitive advantage. Graduate only.

BSAN 593. Electronic Commerce. 3 Credits.

This course provides an in-depth examination of the concept and application of electronic commerce from a managerial perspective. The evolving application of E-Commerce as a means of obtaining competitive advantage and achieving organizational objectives is examined. Case analysis, class discussion, and problem solving exercises are used extensively. Topics include, infrastructure for E-Commerce, E-Commerce business models, and current issues surrounding the implementation of E-Commerce in organizations. Graduate only.

BSAN 594. Project Management. 3 Credits.

This course provides in-depth knowledge essential to managing projects in the information technology field. It considers strategic and operational issues, the significance of rapidly advancing technology, and personnel and organizational issues relating to technology introduction and use. This course focuses on the fundamental aspects of managing projects-planning, scheduling, and controlling. The concepts and techniques covered are appropriate for all types of projects, ranging from small to large, and from highly technological to administrative in nature. Graduate only.

BSAN 594C. Project Management. 10 Credits.**ENTP 553. Venture Capital and Private Equity. 3 Credits.**

This course focuses on institutional financing of the early-stage and growth stage firm. Students will examine management of the venture capital firm, their evaluation process, term sheets, due diligence, exits and related topics. The course will view the capital raising challenge from the perspectives of both the entrepreneur and the investor. Student will be required to evaluate "live" companies and make investment decisions.

ENTP 585. Independent Study. 3 Credits.**FINA 501. Current Issues in Finance. 2 or 3 Credits.**

A graduate level seminar on current issues and problems in the field. Graduate only.

FINA 503. International Business and Finance. 3 Credits.

Examination of macroeconomic principles by focusing on foreign exchange consequences, financial institutions, international payments flows, international monetary system, and international banking. Graduate only.

FINA 505. Financial Economics. 3 Credits.

The course considers the rapidly changing economic conditions that characterize today's global economy. Basic macro and microeconomic concepts and principles will be studied in the context of how they frame business decisionmaking in a global marketplace.

FINA 509. Strategic Financial Analysis. 3 Credits.

The course introduces the basic principles of financial analysis as they are applied to the operation of the enterprise. Financial decisions such as cash flow budgeting and planning, capital expenditure decisions, and capital structure decisions will be considered as well as firm interaction with capital markets.

FINA 511. Advanced Financial Management. 3 Credits.

Corporate finance course aimed at further understanding and application of financial concepts learned in the basic course. Emphasis placed on the responsibility of the financial manager to contribute to the operating efficiency of the firm, its long range objective and the financial decision-making process. Graduate only.

FINA 520. Advanced Investments. 3 Credits.

An advanced investments course focusing on security analysis and portfolio management. Topics covered will include financial intermediaries, markets and regulation, sources of investor information, fundamental and technical analysis, risk and return and asset pricing. In addition, students will learn how to develop investment objectives and constraints, optimal portfolio strategies and to evaluate investment performance. Emphasis is on stocks, bond and commodities. Derivative instruments will also be examined as they relate to speculation and risk management. Microsoft Excel will be used extensively in the course. Prerequisite: FINA 511.

FINA 521. Applied Research in Equities. 2 or 3 Credits.

A graduate level seminar in equity analysis and portfolio management. Research projects are done for the Roland George Investments Program. Prerequisite: FINA 320 or approval of instructor. Graduate only.

FINA 522. Applied Research in Fixed-Income Analysis. 2 or 3 Credits.

A graduate level seminar in fixed-income analysis and portfolio management. Research projects are done for the Roland George Investments Program. Prerequisite FINA 320 or approval of Instructor. Graduate only.

FINA 523. Real Estate Investment. 3 Credits.

Real Estate is the single largest asset class in the world and for most individuals and families is the single largest generator of generational wealth. This course uses a quantitative approach to making real estate investment and ownership decisions. We will focus on understanding real estate as an investment asset class as well as the role of real estate management for corporate users and investors.

FINA 553. Venture Capital and Private Equity. 3 Credits.

This course focuses on institutional financing of the early-stage and growth-stage firm. Students will examine management of the venture capital firm, their evaluation process, term sheets, due diligence, exits and related topics. The course will view the capital raising challenge from the perspectives of both the entrepreneur and the investor. Students will be required to evaluate "live" companies and make investment decisions.

FINA 585. Independent Study. 3 Credits.**INTL 501. International Experience. 3 Credits.**

This is a repeatable graduate level study abroad/field experience course. The International Experience course features field experience while in residence in a nation outside of the United States. These courses generally consist of classroom and field experience activities and appropriate academic activity. Graduate only.

INTL 585. Independent Study. 3 Credits.**INTL 596. International Business Seminar. 2 Credits.**

Elective travel course open to graduate students. Graduate only. Prerequisite: permission of International Business Coordinator.

MGMT 500. Current Issues in Management. 2 or 3 Credits.

A graduate level seminar on current issues and problems in the field. Graduate only.

MGMT 502. Management and Leadership. 3 Credits.

Students become aware of their impact on others in the work environment via their managerial philosophy and style. Focus is on developing constructive approaches and methods to enhance creativity, innovation, employee motivation, and career success. Graduate only.

MGMT 510. Leadership Development Foundations. 3 Credits.

This course will introduce students to fundamental theories and concepts of management and leadership and will emphasize the application of these concepts to students' personal and professional lives. Through a variety of exercises, assessments, and developmental projects, students will gain knowledge of their strengths and opportunities areas as a leader, explore current leadership challenges and the latest ideas from leadership literature, and students will develop plans to enhance their leadership skills and promote organizational effectiveness.

MGMT 511. Leading Teams and Developing Relationships. 3 Credits.

Relationship management and teamwork are required at every level of an organization and are critical factors of organizational success. This course is designed to help students enhance their ability to create and manage high-quality relationships in the workplace and to effectively contribute to and lead teams. Students will acquire knowledge of the factors of team member effectiveness and leader character, as well as collaboration, conflict management, and other relationship management strategies. Prerequisite: MGMT 510.

MGMT 512. Managing Human Resources. 3 Credits.

In today's competitive landscape, effective human resource management is a key to organizational success. No one organization or group can effectively manage a company's human resources, and it is critical for senior leaders to acquire an understanding of how human resource policies and practices can produce employee competencies and behaviors required to achieve strategic aims. To this end, students will learn how theories and principles of organizational behavior can be applied to create human resource policies, practices, and systems that can enhance the strategic success of organizations. Prerequisite: MGMT 511.

MGMT 513. Leadership Capstone. 3 Credits.

As the culminating leadership course in the EMBA program, the overarching goal of MGMT 513 is two-fold. First, the course is designed to assist students in the integration of their academic study of leadership and their personal leadership experiences in preparation for their continued success and leadership development. Second, the course will prepare students to engage in essential leadership processes at the organizational level. Students will acquire an understanding of the complexities of organizational culture and the process of implementing change and will construct a plan to apply these concepts to inspire change and enhance the effectiveness of their organizations. Prerequisite: MGMT 512.

MGMT 519. Organizational Theory and Behavior. 3 Credits.

This course studies the organization from both a macro and micro perspective by focusing on organizational structure and organizational interactions. The dynamics and links between individual, groups, and the environment are analyzed to highlight the determinants of organizational effectiveness. Graduate only.

MGMT 541. Healthcare Management. 3 Credits.

This course focuses on management within various components of the health care delivery system. Emphasis is given to the integration of subject matter from health administration and business administration courses. topical discussin through case studies and lectures will include an introduction of the organization of the system, the development of organizational strategy in health care institutions, the strategic planning process, leadership in the health care industry, quality management, and the formulation of policy and objectives.

MGMT 585. Independent Study. 1 to 3 Credit.**MGMT 590. Current Topics in Management. 2 or 3 Credits.**

A graduate level seminar on current issues and problems in the field. Graduate only.

MGMT 595. Strategic Management. 3 Credits.

An integrated concept of Business Administration that will relate and integrate the principles and problems studied in the various "functional" fields from a corporate management perspective. Case studies. Graduate only. Capstone course. Prerequisite: Completion of 12 hours of graduate work, including FINA 511 or ACCT 520.

MGMT 596. Strategic Management & Theory. 3 Credits.

An integrated concept of Business Administration that will relate and integrate the principles and problems studied in the various "functional" fields, including Organizational Theory and Behavior, from a corporate management perspective. Case studies. College of Law Graduate only. Capstone Course. Prerequisite: Completion of FINA 511 or ACCT 520.

MKTG 500. Current Issues in Marketing. 3 Credits.

A graduate level seminar on current issues and problems in the field. Graduate only.

MKTG 511. Marketing Concepts and Strategy. 3 Credits.

The course examines the fundamentals of brand and market evaluation from a flexible, customer-oriented marketing perspective. This includes the concepts, analyses, and activities that comprise the management of the marketing function as well as practice in integrating the marketing mix elements to solve marketing problems.

MKTG 516. Marketing Decision Making. 3 Credits.

A study of the process for designing and implementing strategic programs for the marketing of goods and services. Topics covered include the gathering of decision-making data, setting of strategic direction, and the creation of marketing programs. Graduate only.

MKTG 533. Business Negotiations. 3 Credits.

The purpose of this course is to enable students to understand the theory and processes of negotiation. Much managerial activity involves bargaining, negotiations, and settling disputes. In this course, students will understand how two or more parties with competing interests can use the negotiation process to attain an agreement, settle a matter of mutual concern, or resolve a conflict. This course will focus on a variety of issues managers deal with and thus, will be relevant to students with diverse interests such as, Marketing, Sales, Human Resources, and Entrepreneurship among others. Prerequisite: SOBA 507 and SOBA 507.

MKTG 585. Independent Study. 1 to 4 Credit.**SOBA 500. Current Issues in Business. 3 Credits.**

A graduate level seminar on current issues and problems in the field. Graduate only.

SOBA 502. Contemporary Business Issues. 3 Credits.

This course provides the core competencies and tools that provide the foundation for the Executive M.B.A. program. Major Topic areas include: Public Speaking and Presentation, Business Ethics, Tools for Statistical Management, Fundamental Statistical Management Techniques, and Case Analysis Approaches and Techniques. Graduate only.

SOBA 506. Foundations of Business Analytics. 3 Credits.

In this course you will learn the basics of analytics. You will be introduced to fundamental statistical concepts and visualization techniques for understanding many common data analysis methods. Software such as Excel, XLMiner and Tableau will be used throughout the class.

SOBA 507. Foundations of Accounting and Finance. 3 Credits.

This course provides a foundation for further graduate study in business by introducing the student to the basic concepts and principles of Accounting and Finance. Topics include, financial statements, time value of money, capital investment decisions, break-even analysis, debt and equity financing and using Accounting information in equity valuation.

SOBA 535. Integrated Business Strategy. 3 Credits.

Course develops an integrated understanding of complex business planning and strategy. To advance this objective, a computer based management simulation is utilized. Comprehensive analysis is required for each step. Graduate only.

SOBA 560. Business Plan Development. 3 Credits.

This plan includes close analysis of business objectives, industry competition, finances, operations, and marketing strategies. An intricate report is formally presented to select E.M.B.A. faculty or industry analysts. Graduate only.

SOBA 590. Special Topics. 3 Credits.**SOBA 597. Graduate Internship. 1 to 3 Credit.**

Students work within an organization that agrees to provide them with significant managerial work and support during the internship period. This is an on-the-job learning experience intended to supplement the graduate curriculum. Minimum number of required contact hours for a graduate internship is based on the guidelines established in the School of Business Administration Graduate Business Program Internship Policy. Prerequisite: Permission of Instructor and Permission of the Director of Graduate Studies. Graduate only.

STAT 500. Current Issues in Decision Sciences. 2 or 3 Credits.

A graduate level seminar on current issues and problems in the field. Graduate only.

STAT 585. Independent Study. 3 Credits.

MBA elective only with Department Chair permission. Content to be determined by instructor.