BUSN 0100. American Society and Management. 0 Hours.
Introduces students to the values and practices that guide business in the United States while previewing the attitudes and behaviors of managers and employees. Seeks to develop an understanding of the context of U.S. business.

BUSN 0200. Managerial Economics. 0 Hours.
Features the primary economic concepts that govern business. Emphasizes the meaning and use of major economic principles in the business setting.

BUSN 0300. Accounting Principles. 0 Hours.
Features the essentials of accounting concepts and terms. Accounting is the international language of business. In this respect, it provides the foundation upon which all future business courses build.

BUSN 0400. Introduction to Marketing. 0 Hours.
Presents the concepts of marketing, which are central to business success. Features the basic concepts of marketing products, such as pricing, promotion, and placement, through case analysis.

BUSN 0500. Quantitative Business Methods. 0 Hours.
Provides participants the opportunity to acquire mathematical and statistical knowledge that serves as preparation for quantitative analysis. Emphasizes practical applications of sound data and analytical techniques.

BUSN 0945. Managerial Skills Workshop. 0 Hours.
Designed as a noncredit course to address student preparation deficiencies in the areas of accounting, economics, or statistics, as appropriate. Students who fail the mandated assessment of preenrollment preparation in one or more of these areas may be required to successfully complete this course. Seeks to help students review and develop their skills in the relevant areas prerequisite to the full-time MBA program. May be repeated without limit.

BUSN 1100. Introduction to Planning for Business Co-op and Careers. 1 Hour.
Offers students an opportunity to develop the skills and knowledge necessary to be successful in the professional world of work and to navigate their career. It is the first step in preparing for co-op job search in the D’Amore-McKim School of Business (DMSB). Offers students an opportunity to complete a self-assessment to determine their skills and interests within business; to learn about the various concentrations, career paths, and co-ops within DMSB; to learn to use myNEUCOOL, the search tool for finding available co-op positions; to develop a draft résumé for review; and to select a concentration for the upcoming semester’s co-op placement search.

BUSN 1101. Introduction to Business. 4 Hours.
Blends theoretical principles with real-life application. Introduces the fundamentals of launching, growing, and managing a business venture in today’s dynamic and increasingly global environment. Examines concepts within multiple academic disciplines and from multiple perspectives—including marketing, technology, finance, accounting, information systems, people, and culture—and then applies them to new ventures within varied types of organizations. Offers students an opportunity to develop an entrepreneurial skill set and mind-set through the development of the critical thinking, innovative decision making, problem solving, and team building needed for any business, large or small.

BUSN 1102. Personal Skill Development for Business. 1 Hour.
Offers first-year students in the D’Amore-McKim School of Business (DMSB) an opportunity to achieve a better understanding of themselves as students and as future professionals. Explores self-analysis, leadership traits and styles, diversity and cultural awareness, professionalism, emotional intelligence, and ethics. Encourages students to draw connections among classroom education, extracurricular activities, and practical experiences and to identify how each component fits into the pursuit of their individual goals.

BUSN 1103. Professional Development for Business Co-op. 1 Hour.
Introduces students to the Cooperative Education Program and provides them with an opportunity to develop job-search and career-management skills. Offers students an opportunity to perform assessments of their workplace skills, interests, and values and discuss how they impact personal career choices. Students also have an opportunity to prepare a professional-style résumé, learn proper interviewing techniques, and gain an understanding of the opportunities available to them for co-op. Introduces career paths, choices, professional behaviors, work culture, and career decision making. Familiarizes students with workplace issues relative to their field of study and teaches them to use myNEU in the job-search and referral process. Presents co-op policies, procedures, and expectations of the Department of Cooperative Education and co-op employers.

BUSN 1110. Fundamentals of Business. 4 Hours.
Designed to familiarize students with the contemporary world of business. Introduces legal, political, ethical, and social citizenship foundations and theories that businesses and nonprofit organizations are built upon. Exposes students to the various business disciplines and the role these disciplines play in an organization. Covers several quantitative fundamentals and tools for ethical and socially responsible business decision making. Integrates critical issues affecting the world of business from both a national and international perspective. Offers nonbusiness students an opportunity to develop basic business literacy within an ethical context. Also functions as a foundational, “cornerstone” course for those considering minoring in business.

BUSN 1201. Living and Working in the United States. 4 Hours.
Offers international students an opportunity to transition to living and working in the United States. Covers U.S. social and academic culture from a college student’s point of view. Emphasizes surviving and thriving in the business classroom and taking advantage of the student organizations available on campus. Also covers the culture of job searching in the United States, including reading the job description, company research, self-marketing, communication (small talk, safe and unsafe topics, etc.), interviewing basics, and accepting a position. Addresses the culture of business organizations and professional expectations. Course activities include role-playing, peer partnering, and site visits.

BUSN 1944. Freshman/Sophomore Internship. 1 Hour.
Offers students an opportunity for internship work. May be repeated up to two times.

BUSN 1990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

BUSN 2990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.
BUSN 3110. The Consulting Environment. 4 Hours.
Seeks to provide students with a framework and the fundamentals that allow them to understand the field of consulting in addition to a way of thinking for jobs in the consulting and other highly competitive careers. Focuses on the analysis of complex business situations using caselets and cases and provides frameworks as the basis for analysis and critical thinking in pressure situations. In addition, various articles, white papers, business case studies, and other consulting practices are shared with the students enrolled in the course as well as professionals with industry experience providing insights as visiting guest speakers.

BUSN 3201. D’Amore-McKim School of Business Global Leadership. 1 Hour.
Offers students an opportunity to mentor international and out-of-region freshman students in the D’Amore-McKim School of Business; learn and practice strategies to assist their mentees’ transition to a culturally and educationally different environment; and to acquire appropriate techniques of providing guidance and direction in this realm, to reflect on their experience as mentors, and to consider how effective global leadership includes an understanding of cultural differences and transitions in a global educational and business world. Does not count toward degree. Seeks to help develop global leaders who understand and are able to help with the cultural and transitional challenges that exist when students and young professionals move to new regions of the world. May be repeated once.

BUSN 3944. Junior/Senior Internship. 1 Hour.
Offers students an opportunity for internship work. May be repeated up to two times.

BUSN 3990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

BUSN 4990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

BUSN 4993. Independent Study. 1-4 Hours.
Allows students who have received approval to undertake independent study in lieu of any course required in the various concentrations. Students present proposals to an Independent Studies Committee for evaluation and approval. Every proposal requires a detailed outline of the objectives and plan of study and must be accompanied by a supporting statement from the supervising faculty member under whose direction the study takes place. A copy of the final report prepared by the student is presented to the appropriate Independent Studies Committee. Further information about the Independent Studies Program can be obtained from concentration coordinators. May be repeated without limit.

BUSN 5976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.

BUSN 5978. Independent Study. 1-4 Hours.
Allows students who have received approval to undertake independent study in lieu of any course required in the various concentrations. Students present proposals to an Independent Studies Committee for evaluation and approval. Every proposal requires a detailed outline of the objectives and plan of study and must be accompanied by a supporting statement from the supervising faculty member under whose direction the study takes place. A copy of the final report prepared by the student is presented to the appropriate Independent Studies Committee. Further information about the Independent Studies Program can be obtained from concentration coordinators. May be repeated without limit.

BUSN 6200. Career Management. 0 Hours.
Required for the Co-op MBA program. Begins with an introduction to the career planning process and to the services of the MBA Career Center. Topics include résumé writing, videotaped practice interviewing, job search strategies, interview preparation, salary negotiation, marketing communication, and visa issues for international students seeking employment in the United States. May include additional topics depending on student interest. Requires admission to co-op MBA program. May be repeated once.

BUSN 6201. Managerial Effectiveness. 1 Hour.
Opens the full-time MBA program and offers students an opportunity to begin to identify the skills they need to develop to become effective managers. Assesses student capabilities in both qualitative and quantitative management skills, based partly on program prework, to form the foundation for developing an individualized plan to improve students’ portfolio of abilities. Covers communications, business analysis, interpersonal effectiveness, and ethics and values.

BUSN 6202. Leadership and Planning for Growth. 1 Hour.
Bridges the first and second years of the full-time MBA program, helping students reflect on their development over their first year in key managerial skills while preparing for leadership roles in their organizations. Focuses on teaching students the process of developing strategic plans for growth and effectively leading growth initiatives for their organizations. Teaches students to convert strategic plans into business models, financial plans, and investment strategies. Focuses on how to apply managerial skills in leading and implementing these plans. Introduces the Business Plan Project that continues in ENTR 6208. Requires prior completion of 25 semester hours of MBA core curriculum.

BUSN 6203. Understanding Sustainability Strategies. 1 Hour.
Introduces students to the skills necessary to operate in the emerging environment of sustainability-focused management. Includes the fundamental elements of sustainability and the frameworks to analyze sustainability challenges. Also examines case studies of firms meeting these challenges.

BUSN 6204. Persuasive Communication with B2B Customers. 1 Hour.
Introduces concepts in the field of personal selling in a business-to-business (B2B) environment. Exposes students to a process developed to help them better understand personal selling by providing solutions and understanding the role of relationship development. Seeks to provide students with a better understanding of the visual, verbal, and nonverbal communication involved in B2B sales presentations. Identifying and qualifying prospects, use of persuasive communication, and the role of ethics in the selling process are also introduced.

BUSN 6205. Emotional Intelligence: Your Key to Success. 1 Hour.
Introduces students to the various definitions of emotional intelligence (EI), which has emerged in the popular business press as a set of competencies assembled under four categories: self-awareness, social awareness, self-management, and relationship management. Covers the measuring of EI; EI and performance (job performance, team performance, and leadership); and activities and exercises that may lead to improving one’s emotional intelligence.

BUSN 6206. Intellectual Property for Global Business. 1.1.5 Hour.
Introduces the nature and function of various types of intellectual property (IP) available internationally. Examples may include patents, copyrights, trademarks/trade dress, and trade secrets/know-how. The course also introduces students to the opportunities for strategic use of IP assets for competitive advantage in an international or multinational business.
BUSN 6207. Developing Critical Skills in Real Time. 2 Hours.
Seeks to provide students with the opportunity to develop their personal management and leadership skills during and throughout their course of study. Utilizing assessments and other data collection techniques for increasing personal insight, the goal of the course is to target areas for development through the practice and application of activities and exercises.

BUSN 6208. Competition in Global Markets. 1 Hour.
Employs a business simulation in which students compete by applying their knowledge of accounting, marketing, finance, operations, quantitative methods, and economics to advance their firm in a globally competitive industry. Designed as a capstone activity, the course serves to integrate the functional disciplines of business in a practical, hands-on manner by providing students a “live” example of their programmatic content. Offers students the opportunity to gain a better understanding of the consequences of their actions in an uncertain and highly competitive international environment by developing multifaceted strategies and tactics for their companies.

BUSN 6209. Negotiations for Conflict Resolution. 1.5 Hour.
Focuses on conflict resolution. Covers the basic elements (strategies and styles) of negotiation. Uses short lectures, role-playing, and simulations to offer opportunities for students to develop their skills and gain feedback. Managers today find themselves negotiating numerous times every week. This occurs every time that two or more people are in a situation where their goals and interests differ. In addition to what we formally think of as negotiation (contracts, clients, customers), managers also engage in less formal negotiations—with bosses, subordinates, peers, group members, suppliers, etc. Each class focuses on practicing negotiation skills in a role-play. Also covers mediation, where a third party helps to resolve a conflict. Online MBA students only.

BUSN 6210. Field Consulting Project. 3 Hours.
Offers an interdisciplinary project course in which teams of students work with host organizations on current problems, learning how to understand and analyze the problem, and offer recommendations. A faculty adviser supervises and provides guidance to the teams. Projects involve a broad variety of host organizations—large and small, for-profit and nonprofit, manufacturing and service—and the project report and presentation typically extend to an analysis of the host organization’s industry, identification of organizational problems and opportunities, and formulation of actionable recommendations. Students also develop teamwork and communications skills in a real-world setting. Requires admission to co-op MBA program.

BUSN 6211. Building Agility in Projects and Organizations. 1 Hour.
Exposes students to the business rationale for using agile principles. Discusses the philosophies and culture that need to be incorporated into the agile business. Presents the core foundation of agility and a model for developing an agile business.

BUSN 6212. Patenting Life (and Death): Aids, Africa, and the High Cost of Lifesaving Medicines. 1 Hour.
Examines the question of whether multinational companies who discover, develop, patent, and market medicines to treat AIDS have a legal, ethical, or business obligation to make those drugs affordable for sick and dying people in Africa and other developing countries. Includes concepts of fiduciary duty, stakeholders, and corporate social responsibility in the framework.

BUSN 6213. Current Crisis: Hot Topics in Economics and Finance. 1.5 Hour.
Explores the current economic and financial crisis by examining the numerous and complex interdependencies that exist in the world’s economies. Focuses on the market forces and outcomes that arise from decisions by individuals, businesses, and governments, emphasizing the role of finance. History provides an extensive list of market and institutional failures—financial and otherwise—from which, through better understanding, we emerge stronger and more successful. Analyzes where we are, how we got here, and where we may be headed. Online MBA students only.

Exposes students to the field of emerging market entrepreneurship, with a focus on microenterprise development in the poorest communities in the world. Offers students an opportunity to learn about the growing field of microfinance and its impact in stimulating business development in desperately poor communities.

BUSN 6215. Transparent Pricing Strategies in the Service Industries. 1 Hour.
Introduces pricing strategy for service industries, such as the hotel or airlines, where prices vary by demand. These industries face unique pricing challenges, as unsold “goods” result in immediate loss on the income sheet. Uses selected real-world case studies to discuss constraints and costs, the impact of the Internet and pricing transparency, the effect of deregulation and continuous price wars, pricing strategy options, and to examine the overall consequences of these strategies for both firms and consumers.

BUSN 6216. Make Innovation Easy. 1 Hour.
Offers students an opportunity to develop the capability to both craft an innovation strategy and to create a culture of innovation. Exposes students to new ways to craft an innovation strategy through the application of a set of diagnostic questions that help companies identify where their organization needs to focus its innovation efforts, the problems innovations are attempting to solve, and the knowledge that is needed to generate these innovations. Uses a mixture of lecture, small-group discussions, readings, short cases, and interactive exercises.

BUSN 6217. Assessing International Trade and Sovereign Risk Potential. 1.5 Hour.
Reviews the major factors that drive the assessment of risk and potential return of foreign locals/countries. Nearly all foreign expansion begins with an assessment of the market potential of the foreign market and/or riskiness of operating in, or with, foreign-based firms. While these assessments are idiosyncratic, they all tend to contain a number of common elements that are introduced in this course.

BUSN 6218. The 21st-Century Leader: Managing Your Communication. 1.5 Hour.
Uses exercises, group projects, and presentations to practically apply theories of communication to everyday situations. Technology has dramatically changed the pace and ways we communicate, but with all the speed of electronic communications, the need for competency in face-to-face communication is still the most critical skill leaders must have to successfully maneuver in organizations and influence others. This is a highly interactive class.

BUSN 6219. Fraud: Examining the Role of Opportunity, Incentives, and Rationalization. 1 Hour.
Focuses on why and how fraud flourishes within organizations. Offers students an opportunity to analyze and discuss the role of opportunity, incentives, and rationalization (i.e., “the fraud triangle”) in the demise of various corporations.
BUSN 6220. Designing Effective Organizations. 1 Hour.
Focuses on one of the answers to why some organizations are more effective than others—organization design. Addresses what the components of an organization are (e.g., the work, the structure, the reward system, the renewal systems, etc.); some of the design choices of each component; and the impact of organizational design on organizational effectiveness. Uses a variety of instructional techniques, including small-group discussion, case studies, videos, and lecture / discussion, and is highly interactive.

BUSN 6221. Occupational Fraud and Abuse. 1 Hour.
Provides an overview of both the pervasiveness and the causes of fraud/white-collar crime in our society; examines the types of fraud and fraud schemes that affect business enterprises; explores methods of fraud detection, investigation, and prevention; and helps increase one's ability to recognize potential fraud and develop a "fraud-risk-management" philosophy. Fraud and abuse can be categorized into employee fraud (misappropriation of assets) and management fraud (fraudulent financial reporting). Occupational fraud and abuse cost U.S. organizations an estimated $400 billion annually. The average organization loses more than $9 a day per employee. Approximately 6 percent of total annual revenue of businesses is lost to employee fraud alone. Although employee fraud occurs more often, management fraud is four times more costly. Recent corporate scandals support these statistics.

BUSN 6222. Business Ethics in the Global Economy. 1 Hour.
Focuses on current international business ethics topics and ethical decision making with an eye toward the global business arena. Includes both theoretical and practical approaches that should facilitate a deeper understanding of the moral issues that managers face today. Covers moral philosophy perspectives, the legal dimension, ethical issues in business, developing an effective ethics program (and a code of ethics), and international and cross-cultural business ethics. Emphasizes recent research findings and salient examples from industry in order to create a current and colorful view of the state of business ethics. Discusses and debates controversial issues, such as insider trading and child labor, from a variety of perspectives.

BUSN 6224. E-Business Revolution and the New Economy. 1 Hour.
Looks at e-business and the new economy after the dot-com crash. The idea of the “new economy” is being promoted widely but few people know clearly what it is meant, how much (or little) empirical support there is for this notion, or what it means in practical business terms. This course covers the following subjects: the new economy and how much empirical support there is for it; the dot-com crash; the essentials of e-business; the e-business experience—what works and what doesn’t; the e-economics of the new economy; impacts on business in the future.

BUSN 6225. Online Marketing Research. 1 Hour.
Explores current industry best practices in conducting quantitative surveys using the Internet. The Internet has transformed how marketing research is conducted and reported and offers the promise of better, faster, and cheaper collection and delivery of survey data and findings. Includes an overview of the online research market, best practices in online research, and online reporting and analysis.

BUSN 6226. Financial Forecasting. 1 Hour.
Offers practical insights on how to predict two important economic and financial variables; namely, exchange rates and stock market indices. Discusses the latest findings from specialist academic journals, which form the underpinnings of the different forecasting techniques. Examines exchange rates and stock markets separately and considers different approaches to forecasting these variables. Pays particular attention to the developments in these markets in the late 1990s and implications of these for forecasting equity returns.

BUSN 6227. Chipping The Stock Market. 1 Hour.
Combines theory and practice as it seeks to unravel for students mysteries that cloud perceptions of market activities. Many investors have lost faith in traditional investing philosophies; yet, investing remains an essential activity in a modern productive economy. Even with the recent market turnaround, investors remain uncomfortable returning to former methods. Chipping, a modern investing theory, approaches the market from a new direction and offers investors a new way to invest. Seeks to give students greater personal confidence about the stock market and a better understanding of the market’s underpinnings. Students read Chipping: How to Survive Market Turbulence and Hit a Hole-In-One and are assigned the task of developing an investment portfolio in the first ten trading days after the first week’s class session.

BUSN 6228. Residential Real Estate Analysis. 1 Hour.
Designed to focus on residential real estate investing, especially as a homeowner. In the last decade, the residential real estate market has been the best investment for individual investors. In the Greater Boston metropolitan area, the return on housing has significantly outpaced the national average that brought the median sale price of single-family homes to $415,800 by the third quarter of 2002. Investments made in a personal residential property easily become the largest investment for a household; therefore, investors should understand the process and valuation of residential real estate investing. Introduces the analytical process of investing in the housing market, including the analysis of current market conditions, mortgage financing, and valuation. Offers students a hands-on experience of investing through a simulated investment project.

BUSN 6229. Intellectual Board Games and Business Strategy. 1 Hour.
Takes two of the best and most-played intellectual board games, chess and Go, and exposes the student to a study of the relationship between intellectual games and business strategy. Using games as a metaphor to study business behavior and business strategy is quite common, though typically done at a superficial level. Provides students with the opportunity to learn how to play Go; to understand its strategic and tactical thinking; and to compare chess, Go, and business strategy. Studies Microsoft’s tactics and strategy as viewed from tactical and strategic principles learned from the games.

BUSN 6230. Evolution of the Internet as a Marketing Medium. 1 Hour.
Discusses current issues in electronic marketing/ e-business. Explores recent trends such as continuing e-business and Internet marketing activities beyond the bursting of the dot-com bubble. Examines how firms currently use the Internet to improve marketing strategy and enhance customer relationships. Investigates the role of trust in Internet marketing strategies and identifies factors that influence customer perceptions of trust. Presents ways in which trust can be built in e-business relationships with customers and business partners.

BUSN 6231. Issues in Corporate Governance. 1,1.5 Hour.
Examines conflicts over control and governance of the corporation from a finance perspective. These conflicts often precipitate dissident shareholder actions such as proxy fights, hostile takeover attempts, and securities litigation, each of which are key concerns of top-level managers. Because stock market prices are critical to understanding virtually all conflicts regarding corporate control, part of this course covers efficient market theory and the assumptions that underlie it. The final part of the course focuses on using principles developed in the first part to analyze issues surrounding actual proxy fights, court cases, hostile takeovers, and current public policy debates. Includes specific issues of current interest: poison pills, dead hand provisions, executive salaries, and binding proxy votes.
BUSN 6232. Business Environment of Latin America. 1 Hour.  
Focuses on a variety of important managerial issues in Latin America.  
Familiarizes students with economic, cultural, and political issues that are somewhat unique to the countries that comprise Latin America.  
Emphasizes international strategic maneuvering within Latin America.  
Geared toward the development of a more in-depth understanding of the issues that international managers face when expanding operations into this part of the world. Specific topics include economic development; cultural and historical perspectives of select countries (probably Chile, Ecuador, and Honduras); corruption patterns; strategies for entering certain markets; the political/legal dimension; and language/dialect differences.

BUSN 6233. Doing Business in Russia. 1 Hour.  
Traces the evolution of Russia’s business conditions from the economic reforms introduced by President Gorbachev in the mid-1980s to those currently being implemented by President Putin. The Russian business landscape underwent dramatic changes during the country’s transition from a centrally planned to a market-oriented economy. The decade of wild capitalism is over and President Putin’s top priorities are economic growth, investment, and entry into the World Trade Organization.  
Emphasizes the current economic and business environment, including reforms and legislation in taxation, corporate governance, and investment opportunities. Draws course materials primarily from publications on Russian management, including case studies of U.S. and Russian companies, empirical studies of the business environment and managerial decision making, and analyses of the progress in corporate governance and protection of shareholders’ rights.

BUSN 6234. Diagnosing and Resolving Conflicts. 1 Hour.  
Focuses on understanding the nature of conflict, mostly interpersonal conflict, and provides practice in dealing with conflict situations. Conflict is an inevitable, ubiquitous, and necessary part of organizational life, but there is also much evidence that conflict often produces harmful results. This one-credit course seeks to give students the skills to make sure conflict results in a positive outcome. Given the current business trends toward workforce diversity, globalization, and flatter decentralized organizations, how managers form different organizations and how cultures deal with conflict are increasing predictors of organizational success.

BUSN 6235. Retailing in the New Millennium. 1 Hour.  
Uses a one-day crash course format to look at the current state of affairs to understand what is happening in retailing today. Analyzes why some of the age-old leaders are failing, which retailers are succeeding and why, and the impact (or lack thereof) of e-retailing on the industry—and, more important, the lessons e-retailing have taught us. Seeks to give students a clearer and deeper understanding of what it takes to succeed in retailing today and why so many historical retailers seem unable to make the transition. Focuses on marketing orientation and positioning in the marketplace, as opposed to a traditional retail operations focus. Students apply these concepts to a separate retailer, critically assessing this retailer’s performance and future potential.

BUSN 6236. Project Management. 1 Hour.  
Explores the challenges associated with planning, organizing, operating, and controlling in a project environment. Projects are unique, onetime occurrences and, as such, require different managerial perspectives. Examines skills and techniques essential to project management. Combines class discussion with hands-on work in the computer lab.

BUSN 6237. Open Source Business. 1 Hour.  
Focuses on the managerial aspects of open source software, rather than on the technical aspects. Open source software is also known as free software. The course title presents the paradox central to this course. For-profit firms invest in open source software, which is by its very nature available at no charge. (Indeed, many prefer that the software be described as “free” rather than as “open source.”) Why do firms such as IBM and Red Hat make these investments? Related to the managerial issue of profitability are issues such as intellectual property, human motivation, and freedom itself.

BUSN 6238. New Venture Finance. 1 Hour.  
Describes how to present a credible story to potential financiers, the practices used to judge the financial viability of a venture, the characteristics of successful deals, and the potential sources of funding. Finding money to launch a new venture without giving away too large an interest is a daunting task for the entrepreneur. This is particularly true in today’s economy. Yet even in times such as these, there are a variety of ways to secure the funds necessary to undertake a new venture. Involves readings and case discussion. Angel financiers and venture capitalists may join the discussion, providing participants with an opportunity to interact with those who make funding decisions.

BUSN 6239. Strategic Human Resources Management. 1 Hour.  
Focuses on the strategic side (as opposed to the administrative side) of human resource management. Covers some basic principles of selection, training, and compensation and illustrates some “best-practices” companies that use HRM for competitive advantage.

BUSN 6240. Systems Thinking in Business. 1 Hour.  
Looks at the business environment from a systems approach where all market components are closely linked but also coevolving. Today’s business managers face a world that is more dynamic and more uncertain than ever before. Utilizes the “Beer Game,” a management flight simulator that focuses on the dynamics of the supply chain and the managerial decisions that affect the overall supplier-manufacturer-customer relationship, so that managers may experience the long-term consequences of their actions. Also focuses on complexity theory based on the recent explorations in adaptive and emergent systems as an offshoot of chaos theory. Covers the effects of social networks on the marketplace, the concept of increasing returns (as opposed to diminishing returns), and the role of network externalities in the diffusion of new products.

BUSN 6241. Manager as Mediator. 1 Hour.  
Covers the role of the mediator, basic steps and principles of mediation, dealing with difficult emotional conflicts that arise in mediation, and ethical dilemmas in mediation. Increasingly, organizations are trying to resolve difficult conflicts through mediation and are asking managers to develop their mediation skills. Conflicts are common in today’s organizations, especially with various “rights” being supported by both the courts and other kinds of pressure. Organizations are also becoming flatter, which adds to the potential for conflict as hierarchy decreases in importance. The costs of unresolved conflicts can be immense in terms of loss of organizational and individual effectiveness, dysfunctional behavior, and costly and painful litigation.

BUSN 6242. Great Companies. 1 Hour.  
Reviews what the experts have said about what it takes to be considered a great company and what enables a company to achieve this greatness. Analyzes, through case studies, a few highly admired (great) companies. Students study how they do it; i.e., what organizational practices seem to account for their success. Gives students the opportunity to clarify their view of what defines and makes a great company and to increase their knowledge of the principles and practices of some great companies.
BUSN 6243. Nonprofit Financial Management. 1 Hour.
Focuses on the similarities and differences between traditional businesses and not-for-profit entities. Covers restricted funds, accounting for grants and pledges, application of time-value-of-money discounts to "long-term" current assets, budgeting, specialized financial reporting for contracts and grants, and specialized financial reporting for state and federal oversight, such as the Uniform Financial Report in Massachusetts.

BUSN 6244. Advanced Strategic Sourcing. 1 Hour.
Provides students with the opportunity to learn quick and easy ways to negotiate effective supply agreements and how to reduce the total cost of their supply chains. Effective strategic sourcing agreements help businesses manage their supply chains and also involves selecting the sources of supply aligned to corporate strategies and marketing requirements. This course explores how strategic alliances can be excellent ways to outsource activities that are not core competencies to the firm. Offers students the opportunity to learn how to manage a supply base strategically and how to select quality suppliers for their supply chain.

BUSN 6245. Globalization: Threats and Opportunities. 1 Hour.
Designed to help students understand the complex forces shaping the emerging global business environment. The rapid globalization of markets and production is transforming business, creating new market opportunities and new threats. But, as the impact of globalization spreads throughout regions, countries, and industries, a backlash is growing in the form of protests, protectionism, and criticism of multinational business. Will globalization deepen the divide between winners and losers, or will it result in greater benefits to all? How should these globalization processes be regulated or governed? The course explores how regulation of global business can be developed and implemented. Includes presentations by globalization experts.

BUSN 6246. Financial Analysis and Modeling with Excel. 1 Hour.
Combines financial topics and financial analysis methods with basic and intermediate-level Excel tools. Taught in the computer lab, this is a hands-on course. A basic understanding of Excel’s features plus previous course work in accounting and finance are highly recommended due to the intensive nature of the course.

BUSN 6247. Effective Leadership Skills. 1 Hour.
Offers students the opportunity to learn practical and proven techniques for influencing people and creating personal power. Leadership skills are key to career advancement in business. Analyzes how charismatic leaders create their influence and power, the guidelines for successfully transforming organizations, and the characteristics of truly effective leadership. Covers ten specific techniques to improve students’ competence as leaders.

BUSN 6248. Greening the Global Economy with Sustainable Business. 1 Hour.
Exposes students to the responsibilities of business to the natural environment in a globalizing economy. Challenges students to consider if it’s possible for companies to be both ecologically responsible and globally competitive, how managers should respond to pressure from activists and governments to become more environmentally responsible, and how “industrial ecological” concepts can be incorporated into business practices. Ecologically responsive and responsible management is emerging as one of the most significant business challenges of the twenty-first century.

BUSN 6249. Expanding the Panama Canal. 1 Hour.
Designed for students with an interest in finance, economics, and supply chain management who wish to learn about one of the wonders of the modern world—the Panama Canal. Built in the early 1900s by President Theodore Roosevelt, the Panama Canal was an engineering marvel. It opened up major trade routes between countries that border on the Pacific and Atlantic oceans. The canal put some transportation out of business; now new modes are competing with the canal. As world trade continues to grow, the canal is considering expanding at a cost of $10 billion to handle larger ships. The course focuses on the history/background of the canal, the world trade outlook and impact on the Panama Canal, and the economic benefits and costs of expansion.

BUSN 6250. Comprehensive Industry Analysis: Medical Devices Industry. 1 Hour.
Provides a comprehensive industry analysis of the medical device industry. Examines the interaction and interdependence of business functions to obtain a comprehensive view of the operations of one or more companies within this growing industry. Using a basic business-planning outline, students explore the focus of the medical devices industry (the problem), the products and services offered within the industry (the solution to the problem), the market, and the companies that serve the market. Gives students the opportunity to see how the five major business disciplines (sales/marketing, operations, finance, development, and human resources) function within the industry. Sales/industry trade association representatives and company representatives appear as guest speakers.

BUSN 6251. The Dynamics of Pricing. 1 Hour.
Designed to teach the strategy and tactics of pricing. There are many business courses that teach about managing innovation, lean manufacturing, finance and accounting, and advertising and promotion. Yet, if firms fail to price their products and services properly, the consequences to their profitability are severe. This course explores why pricing is often ineffective and presents the discipline of strategic pricing. Examines how costs affect pricing decisions and how to price for profit. Analyzes the impact of pricing decisions on customers and the competition.

BUSN 6252. International Management: Insights from Fiction. 1 Hour.
Combines two approaches to help students develop skills in cross-cultural management—short stories from around the world paired with readings in international management. The stories and readings are drawn from Professor Puffer’s 2004 book, International Management: Insights from Fiction and Practice. Doing business internationally requires a broad set of managerial skills and a clear understanding of other cultures. Covers culture shock, repatriation, the meaning of work and personal values, power and authority, and building an international team. Uses management readings as an analytical framework in which to discuss the stories.

BUSN 6253. Fraud and Society: The Law and the Reality. 1 Hour.
Provides an overview of basic fraud theory, the U.S. legal system, and the law related to fraud. Fraudulent behavior is not unique to business enterprises. Studies and statistics support the fact that anyone is a potential victim of a variety of fraud schemes. No one is held harmless. Consumer-related fraud includes some of the most costly “crimes” facing individuals and society. Examines the methodology of the most common fraud schemes.
BUSN 6254. Strategy for Not-for-Profits. 1 Hour.
Designed to serve as a primer on how not-for-profit organizations operate. There are more than 1.8 million not-for-profit organizations in the United States employing 6.6 million individuals. These organizations produce a tremendous amount of revenue and come in many forms, representing diverse interests. It is important to know how they operate, since students entering the business world may interact with these organizations in a number of important ways. The interaction may be as employees, as members of the board of directors, as gift givers, and as members.

BUSN 6255. Contemporary Management of Risk in Projects. 1 Hour.
Teaches students how to assess and manage risk in projects. Provides students with the opportunity to learn to become aware of risk, to understand how risk affects human behavior, to develop a risk-management plan, to use quantitative analysis to manage risk, and to understand how to make decisions in the face of uncertainty.

BUSN 6256. Social Entrepreneurship. 1 Hour.
Examines the growing area of social entrepreneurship, or the process of creating and managing new nonprofit ventures focused on improving social conditions, especially among the world's most needy population. Many estimate that the fastest-growing employment sector around the world is the nonprofit and nongovernment sector, comprised of organizations that are organized to solve social problems that governments and the for-profit sector have failed to address, or ignore. In addition to case discussions, students create a microlending enterprise to address an unmet social need outside the United States. Based on the merits of the proposal, funding is sought in follow-up to the course.

BUSN 6257. High-Commitment Organizations. 1 Hour.
Explores how organizations can be designed and run to create conditions of high commitment—and high performance. Most people would rather work and invest in organizations where employees care about what happens; i.e., they act more like owners and less like hired hands. Organizations show great variation in the extent to which they achieve this high commitment. The difference stems from the choices—e.g., in purpose, culture, rewards, structure—that companies make. Gives students the opportunity to experience the contrasting impacts of low- and high-commitment organizations, to understand the organizational factors that affect commitment, and to learn the organizational design choices that lead to high commitment.

BUSN 6258. Europe in the Global Economy. 1 Hour.
Introduces the institutions, policies, and competitive practices of the European Union (EU) in the wider context of the global economy, emphasizing the Euro crisis and its global impact. The EU is now the largest and wealthiest single market in the world. As such, the structure and dynamics of the EU present significant challenges and opportunities for global managers, who must understand its different governance and regulatory, competitive, and cultural systems. The crisis in the common currency has far-reaching implications, not just for the EU but for the entire global economy. Covers the European business context in an instructive contrast to the “American model” of capitalism.

BUSN 6259. East Asia, Globalization, and the New Economy. 1 Hour.
Develops an overview of the East Asian business scene: how it got there, where it is today, and where it is likely to go in the future. Explores the business opportunities that are being created in this part of the world. Topics include what kind of businesses (or business linkages for U.S. firms) are appropriate to East Asian countries, which countries are most suitable for each kind of business, how the trend to offshoring impacts East Asia (and possibly its competition with India), and what the requirements and barriers are for building businesses related to the East Asian scene.

BUSN 6260. Blogging and Business. 1 Hour.
Covers blogging and business. Weblogs, or blogs, are identified by Harvard Business Review as one of the “breakthrough ideas for 2005.” Blogs have been prominent in many other mainstream media sources, and blogging has business potential in many senses because it is a channel through which firms can communicate with stakeholders. Firms that do so include Microsoft, Boeing, Stonyfield Farm, and many others. Reviews the business issues around the use of blogs. Gives students the opportunity to start their own blogs.

BUSN 6261. Global Sourcing. 1 Hour.
Provides students with an opportunity to learn quick and easy ways to identify and locate the best source of supply on a global basis. More and more companies are sourcing globally, with some companies outsourcing an entire portion of their operations. Global sourcing also involves selecting the sources of supply aligned to international corporate strategies and marketing requirements. Explores how strategic alliances can be excellent ways to outsource activities that are not core competencies to the firm. Focuses on how to manage a supply base strategically and how to select quality suppliers for a supply chain.

BUSN 6262. Business Lies, and the Big Fat Liars Who Tell Them: Setting Your Ethical Compass. 1 Hour.
Offers students an opportunity to gain a greater appreciation for the pressure and stress around corporate and individual performance in growing companies, especially public ones, and how that pressure can often lead otherwise virtuous people to pursue paths that often lead to their demise.

BUSN 6263. Working Capital Management. 1 Hour.
Highlights the critical areas in the management of the “current” portion of the balance sheet, Current Assets and Current Liabilities. Includes discussion of cash balances and cash flows, accounts receivable and credit management, inventory management, accounts payable and vendor relations, short-term financing, and cash conversion cycles in today’s market environment.

BUSN 6264. Real Life of Consumers: Qualitative Marketing Research. 1 Hour.
Introduces students to qualitative research. Includes how to distinguish it from quantitative research; an overview of the social science fundamentals of qualitative research, predominantly from anthropology and sociology; and examples of key qualitative data collection methods. Gives students the opportunity to learn to conduct qualitative interviews and observations as the basis of qualitative data analysis.

BUSN 6265. Brand in the Hand: An Introduction to Mobile Marketing. 1 Hour.
Examines how the mobile platform is evolving into an innovative medium for marketing activities. Provides students with an opportunity to investigate how firms are currently using mobile devices for marketing. Presents examples of innovative “Brand in the Hand” marketing in the United States and in the global arena and compares consumer response to mobile marketing established in emerging markets.

BUSN 6266. Negotiations: Developing Your Negotiation Skills. 1 Hour.
Covers the basic elements of negotiations. Uses short lectures, role-playing, and simulations to provide a number of situations for students to develop their skills.

Examines contemporary issues in the science and politics of U.S. energy. Begins by reviewing scientific findings on energy use and environmental impacts. Discusses how key stakeholders are reacting to emerging concerns about peak oil, environmental pollution, and global warming.
BUSN 6268. Varieties of Global Capitalism. 1 Hour.
Designed to acquaint students with several distinctive varieties of market-based institutions and the business-government relationships they support. Examines the Nordic style of welfare capitalism; the German style of corporatism; the worker-manager codetermination of the Japanese style of tight cooperation between the "Iron Triangle" of business, finance, and government; and the Indian and Chinese models, which are transforming from heavy state control to a mixed economy.

BUSN 6269. Information Quality for Global Managers. 1 Hour.
Discusses how information quality is defined, measured, analyzed, and improved through the lenses of various areas such as management information systems, philosophy, and organizational learning. Exposes students to different perspectives from different disciplinary areas and how they are used to frame and solve information quality problems differently in the entire information production process. Also introduces students to state-of-the-art assessment and measurement concepts, techniques, and tools.

BUSN 6270. Management Skills Development Seminar. 1 Hour.
Offers students the opportunity to assess their individual management skills and to initiate actions toward building management skills to a higher level of competence. Provides students with the opportunity to undertake a 360-degree skill-assessment process that will lead to the crafting of personal development plans. Enables students, over the course of the term, to implement these plans. Uses learning teams to provide mutual support to the student in management skills assessment and analysis, developmental planning, and tracking progress against actions and accomplishments.

BUSN 6271. Decision Making and Its Impact on Organizations. 1 Hour.
Combines a historical look back at decisions that changed the business world irrevocably with current topical decisions that are impacting the international business world today. Offers students an opportunity to explore how decisions are made, the structural and interpersonal issues that either impede or support effective decision making, and the steps organizations must take to overcome the challenges created by ineffective decisions.

BUSN 6272. Mastering Business Intelligence to Manage Global Business Organizations. 1 Hour.
Explores the role of business intelligence (BI) processes within the enterprise, how they work, their associated costs, and their implications for business success. Exposes students to the decision-making process that is grounded in the data generated by the enterprise as supplemented by intelligence drawn from competitors and the marketplace as a whole.

BUSN 6273. Sustainability in Innovation. 1 Hour.
Focuses on different types of strategies firms have taken for sustainable innovation. Introduces the concept of designing products for the triple bottom line—people, planet, profit. Offers students an opportunity to design product ideas and formalize corporate strategy for sustainable innovations. Working in teams, students present the product ideas in class.

BUSN 6274. Social Media Marketing. 1 Hour.
Examines social media marketing (SMM) strategies across business-to-business (B2B) and business-to-consumer (B2C) environments from both the company as well as the consumer perspective. Discusses the elements of online social media “ecosystems,” successful SMM strategies from both large and small companies, the importance of integrating SMM with other forms of marketing communications, and ways to measure results and return on SMM.

BUSN 6275. Ethical Issues in the BRICs. 1 Hour.
Focuses on corruption, bribes, and favors in the BRIC countries of Brazil, Russia, India, and China. Topics include the scope and nature of these ethical issues, how they affect doing business in those countries, and how Western firms handle these issues while abiding by the U.S. Foreign Corrupt Practices Act and international standards of business conduct.

BUSN 6277. Mastering the Art of Public Speaking. 1 Hour.
Studies the characteristics of effective presentations. Exposes students to the mechanics of planning, preparing, and practicing presentations. Introduces students to a variety of public-speaking scenarios and specific formats for particular situations. Offers students an opportunity to practice giving presentations, which will be video-recorded for feedback and coaching purposes.

BUSN 6278. National Strategies in the Global Economy. 1.5 Hour.
Employs a comparative model for understanding how nations position themselves to compete effectively. Exposes students to various frameworks for analyzing national competitiveness and country risk, primarily in emerging markets. Uses in-depth country case studies to compare the policies and strategies of a range of nations at different levels of economic development and to consider the implications for business responses to these challenges and opportunities.

BUSN 6280. How Executives Shape and Lead Innovation and Enterprise Growth. 3 Hours.
Focuses on different types of innovation (technical, market, business model, and organizational), the role of executive leadership, and enterprise growth in technology-intensive industries. Offers students an opportunity to apply a strategic management framework to industry leaders through case studies. Students are then asked to apply the framework to the future growth of their own organizations and the career path they seek in that growth. Seeks to help students successfully begin the excursion through the High Tech MBA program.

BUSN 6281. Venturing with Northeastern Entrepreneurs, Investors, and Corporate Executives. 3 Hours.
Offers an intensive residency that brings together Northeastern alumni/ae and/or current students who are entrepreneurs, investors, or corporate executives and who have successfully delivered disruptive innovations across multiple industry sectors. Introduces students to entrepreneurship concepts for both the startup and corporate context. Working in industry teams, students have an opportunity to identify new product, service, and business-model innovation opportunities and explore startup and corporate pathways to develop and market these opportunities.

BUSN 6282. Integration Residency. 0 Hours.
Focuses on business planning, strategy, negotiations, and communications for new venture proposals. During this short, intensive residency, students present and defend their business plans developed in MGMT 6281. Involves presentation and evaluation of each group’s plan by other groups. Judging groups allocate “funds” to deserving proposals.

BUSN 6283. Defending and Evaluating Business Plans. 6 Hours.
Follows up BUSN 6281, in which business plan ideas were developed, and MGMT 6281, in which written business plans were developed by teams. This course involves teams defending their business plans and also evaluating business plans of other teams, as they compete for limited theoretical funding for their projects.

BUSN 6284. Managing Change from Where You Sit. 1 Hour.
Focuses on supervisors and managers and how to motivate employees to alter their patterns of behavior. Offers students an opportunity to acquire the conceptual and behavioral tools necessary to help manage the required changes from all levels of the organization.
BUSN 6285. Managing in a Crisis. 1 Hour.
Examines the various types of crises common to today's businesses, as well as their risk exposure, and identifies and discusses those steps necessary to prevent some crises from occurring. Examines the multitude of factors and forces to be considered when implementing an effective crisis management program.

BUSN 6286. Leading Responsibly in the Global Economy. 1 Hour.
Focuses on capabilities/knowledge in the area of responsible global leadership. Includes a strong practitioner emphasis designed to introduce students to a number of key factors when taking on leadership roles or engaging in activities with individuals from different cultures. Assesses traditional leadership approaches in light of global business situations. Reviews some of the actions that highly regarded global firms have taken to strengthen their positions with local communities, governments, and NGOs, which can often be their largest critics.

BUSN 6287. Strategic Decision Making in Times of Uncertainty. 1, 1.5 Hour.
Examines concepts, approaches, and tools for understanding, analyzing, and managing uncertainty. In today's competitive landscape, uncertainty is inherent in any strategic decision. The nature and level of uncertainty varies across different types of decisions and different industry environments. Despite this variation, companies typically use a uniform approach to making strategic decisions. This course uses a case-based approach to focus on defining and analyzing uncertainty, including understanding different levels of uncertainty, as well as identifying the key drivers of uncertainty. Discusses various tools and techniques to develop strategic alternatives to manage uncertainty and identify possible solutions for common types of strategic decisions. Key concepts include strategic analysis, real options, discovery-driven planning, game theory, and scenario planning.

BUSN 6288. Arts-Based Learning for Managers. 1 Hour.
Discusses how arts-based learning can contribute to learning and development of organization managers and leaders as well as contribute to organization learning and development. Offers students an opportunity to participate in theatrical improvisation, ensemble performance, conducting, rehearsal, and practice methodologies as found in the creative arts. Discusses these practical experiences in the context of how and why increasing numbers of corporate leaders are bringing artists and artistic processes into their companies with the goal of stimulating management education and leadership development outside the traditional confines of the four walls of a classroom.

BUSN 6289. Financial Statement Analysis. 1 Hour.
Builds on ACCT 6200 or ACCT 6208. Covers some of the more complex and highly relevant financial reporting topics, including mergers and acquisitions, fair value, pensions and executive share-based compensation, off-balance sheet transactions, cash flow statements, and advanced issues related to revenue recognition. In addition, exposes students to a framework for identifying key questions asked by analysts that may be referred to as "accounting land mines."

BUSN 6292. Introduction to Qualitative Interviewing. 1 Hour.
Exposes students to qualitative marketing research as well as the practice of designing and conducting one of the most popular qualitative data collection methods—interviewing. Includes discussion distinguishing qualitative from quantitative research, situations where qualitative research is important, selecting appropriate formats, and introducing the method of qualitative interviewing.

BUSN 6294. Early Stage Intellectual Property Decisions. 1 Hour.
Introduces the different functionality and potential value of four types of intellectual property (IP) assets (utility patents, copyrights, trademarks, and trade secrets) and IP strategies, with a focus on new ventures. Early stage decisions about IP have a direct impact on costs, funding, development, and competitive position. Covers which type of IP best matches the venture's development and launch objectives; how IP asset development can support (or undermine) the business plan; what priorities influence early stage decisions; when a trade secret strategy is more effective than patents; and how IP assets can help a startup to bridge the "valley of death." Offers students an opportunity to evaluate and prioritize potentially available IP assets and develop an early stage IP plan for a new venture.

BUSN 6302. Talent Management. 1 Hour.
Addresses all components of talent management with a particular emphasis on motivating and developing employees. Companies are realizing that the way in which they manage their talent—in other words, their effectiveness in attracting, selecting, developing, motivating, and retaining their talent—is key to organizational effectiveness. Discusses some of the fundamental choices that companies face in each area and explores some of the companies with the best talent management systems. Uses lecture, discussion, and case discussion, supported by videos, as the primary format.

BUSN 6303. Global Managers—Legal and Ethical Challenges. 1 Hour.
Focuses on recent international conventions and national laws, with reach beyond domestic borders, that are changing the legal and normative environment in which domestic and global business is conducted. Concentrates on managerial behavior in global business organizations. Introduces students to different forms of corruption in developed and emerging markets, discusses their effects on society, and introduces the most relevant international legal standards and sanctions. Uses case studies and recent legal cases to highlight the business risks and consequences of noncompliance on individuals and organizations.

BUSN 6304. Career Management for Working Professionals. 1 Hour.
Seeks to provide working professional students with the tools and strategies they need to advance their careers. Job search techniques are critical skills, and this course addresses key tools needed to support job searches: résumés, cover letters, networking profiles, etc. Offers students an opportunity to learn about successful networking, job search strategy, and interviewing. Includes interactive exercises and individual feedback.

BUSN 6305. Social Media Has Changed Marketing. 1 Hour.
Focuses on social media and how they are being used in business. Uses case studies of various companies to explore how they are using social media. Introduces students to a repeatable social-media methodology and exposes them to a variety of social-media platforms, which may include Facebook, LinkedIn, Twitter, Pinterest, and others.

BUSN 6306. Creativity Skills for Leadership. 1 Hour.
Addresses the nature of creativity and covers several popular creativity techniques. Topics may include the definition of creativity, myths and theories of creativity, popular creativity techniques, and their application. Offers students an opportunity to obtain an understanding and insight into their own creativity and to assess and evaluate their creativity as well as that of others.

BUSN 6307. Strategy and Technological Change. 1 Hour.
Introduces students to "disruptive technology" and how it differs from a "sustaining technology." Analyzes why accepted principles of good management are inappropriate in the face of disruptive technologies. Examines why firms struggle in adapting to these technologies, even after they recognize and attempt to incorporate these changes, and how firms can learn to manage disruptive innovation.
BUSN 6308. Mobile Marketing Research. 1 Hour.
Explores the why, when, and how of conducting mobile marketing research by introducing a variety of qualitative and quantitative mobile methods. Given the increase in social media and mobile technologies, companies are beginning to embrace mobile platforms to conduct marketing research. Seeks to identify the evolving best practices of mobile marketing research by utilizing current literature, discussing a mobile survey research case, and developing a mobile research proposal. Examines ethical guidelines from associations’ codes of ethics and applies them to the course work.

BUSN 6309. The Reality of the Merger and Acquisition Process: What to Expect. 1 Hour.
Introduces the mergers and acquisitions (M&As) process and a variety of aspects of M&A, including identification of objectives, hidden agendas, cultural differences, organization, business model, and communications. Offers students an opportunity to learn the various components involved in a merger and what a merger might represent for both parties, the one overtaking and the one being acquired. Examines traditional and academic strategic frameworks and how they work in actual M&A processes.

BUSN 6310. Strategic Human Resources Practices for Managers. 1 Hour.
Focuses on three core management responsibilities where human resources (HR) skills are critical: implementing organizational change, challenges and opportunities of performance management, and developing and retaining key contributors. Targeted toward managers in all parts of an organization and offers them an opportunity to enhance their critical HR skills and practices in managing their organizations.

BUSN 6311. Financial Statement Analysis. 1 Hour.
Covers financial reporting, financial statement analysis, and the three major approaches to business (entity) valuation. Reviews the components of the financial statements and primary Securities and Exchange Commission (SEC) filings and evaluates how to assess the quality of information in those statements. Exposes students to approaches used to leverage the information provided to evaluate company strategies and competitive and risk profiles and to engage in entity-level valuation. Also includes an overview of issues and approaches related to intangible asset valuation.

BUSN 6312. Competing in and with China and India. 1 Hour.
Explores the implications of the global economic shift toward emerging economies. Covers frameworks to understand why some U.S. firms have reworked their global strategies more effectively than others. May also address challenges in gaining market share, serving base-of-the-pyramid customers, offshoring the value chain, and tapping into the innovation potential of these locations. Offers students an opportunity to explore implications for personal career development in an effort to help them better prepare for the different world ahead.

BUSN 6313. Issues in Franchising. 1 Hour.
Covers key issues that are relevant to the development, management, and operation of franchise businesses from the perspective of both a franchisor and franchisee. Discusses topics that relate to franchising, including the history of franchising and its growth and importance to industry and the economy as well as key topics that relate to franchisees and franchisors.

BUSN 6314. Practicing “Leaderful” Development in Organizations and Networks. 1 Hour.
Designed to give students some practical background and experience in engaging in leaderful development in an organization or network. Covers the background of standard leadership development and how its practice has shifted in recent years from “leader development” to “leadership development.” Exposes students to the prospective shift from “leadership development” to “leaderful development,” acknowledging that leadership can be available not only to everyone in the organization but can arise as a collective social interaction. Students should have access to a place of work or a volunteer or community organization requiring interaction with others.

BUSN 6315. How Credit and Liquidity Precipitate a Financial Crisis. 1 Hour.
Asks students to conduct an intensive, focused review of up to five transformative financial events in the modern era of American history. These events—such as the 1913 creation of the Federal Reserve System in the aftermath of the 1907 financial panic and banking crisis—are used to illustrate and explain key factors and attributes of the financial system, its institutions, and the responses of private and government decision makers to financial crises. The development of analytical frameworks for students to organize and analyze information about recent financial events is a central theme of the course.

BUSN 6316. The Role of Multinational Natural-Resource Companies in the Global Economy. 1 Hour.
Examines various issues regarding the role of multinational natural-resource companies (MNCs) from a stakeholder perspective, including MNCs, workers, governments, suppliers, customers, and the natural environment. Many students may work in various business functions in sectors dependent upon natural resources (e.g., electronic device manufacturing, auto manufacturing, investments), and this course is designed to expose them to, and may create an understanding of, the key role played by MNCs.

BUSN 6317. Global Sourcing of Information Management Personnel and Services. 1 Hour.
Exposes students to the various options available today in sourcing information technology services, call center and backroom processing operations, and technical staffing. In considering each of these options, students are asked to consider their operational, managerial, and cost implications. Then, as a field exercise, students are asked to explore and analyze sourcing options within their own organizations and to reflect upon the benefits and risks associated with these choices.

BUSN 6318. The Team Clinic. 1 Hour.
Presents the fundamentals of teams and team skills through cases and articles. Emphasizes, through exercises and role-plays, the “how-tos” of teams. Offers students an opportunity to practice giving and receiving feedback, setting goals, agreeing on team norms, managing teams as teams, and other essential components of effective teams.

BUSN 6319. Power and Politics: Getting Things Done in Organizations. 1 Hour.
Addresses two interrelated forms of politics: (1) organizational—focused on achieving business goals—and (2) office politics—focused on achieving individual career goals. Offers students an opportunity to learn concrete ideas and strategies for enhancing their ability to achieve their organization’s business objectives while also advancing their own personal career aspirations.
BUSN 6320. Business Analytics Fundamentals. 1 Hour.
Introduces the key concepts of data science and data analytics as applied to solving data-centered business problems. Emphasizes principles and methods covering the process from envisioning the problem; applying data science techniques; deploying results; and improving financial performance, strategic management, and operational efficiency. Includes an introduction to data-analytic thinking, application of data science solutions to business problems, and some fundamental data science tools for data analysis.

BUSN 6321. Just Because We Can Doesn't Mean We Should: Why Some Smart Products Are Dumb Ideas. 1 Hour.
Examines the trend of smart products. Discusses and reviews the pros and cons of both technology-led and human-centered innovation while examining the need to borrow from both perspectives to create a successful innovation. A major component of the course is to discover, discuss, and dissect examples of smart products found on crowd-funded websites to help illustrate the importance of having both technology-led and consumer-led elements when creating a new idea.

BUSN 6322. U.S. Healthcare Reform—Past, Present, and Future. 1 Hour.
Focuses on the current state of healthcare reform in the United States, with an examination of the historical factors that led to the current legislation. Analyzes evolving issues around implementation; state responses; provider, payer, and employer strategies; and the impact on employees, as well as possible unintended consequences. Evaluates the impact on the Triple Aim initiative (cost, quality, and access).

BUSN 6324. Predictive Analytics for Managers. 1 Hour.
Presents the concepts of correlation and simple linear regression analysis as well as multiple regression analysis. Offers students an opportunity to build multiple regression models and use them in forecasting and analyzing data. Exposes students to nonlinear regression models, reading and analyzing output tables, and using statistical software tools.

BUSN 6325. The Moral and Social Dimensions of Business Leadership and Decision Making. 1 Hour.
Offers students a different context in which to examine the ideas of corporate social responsibility and business ethics. Course objectives include understanding how strategic business decisions are made within public and private governance structures, considering the impact of growing wealth and income inequality, and evaluating alternative decision-making models that elevate moral ideals. Examines morally courageous business and civic leaders and their hallmark decisions in order to consider the challenges and opportunities in transferring best practices from the civic arena to the business sector.

BUSN 6326. Introduction to Big Data and Digital Marketing Analytics. 1 Hour.
Introduces the emerging phenomenon of big data and digital marketing analytics. Offers students an opportunity to learn how marketing analytics on big data can help in understanding customer behavior and in creating digital marketing strategy. Examines how marketers are collecting and using big data and applying marketing analytics tools on new media, such as social networks, and on new devices, such as mobile phones, to create successful digital marketing strategies. Examines current trends and issues that firms face in implementing marketing analytics on big data. Presents examples of best practices in digital marketing analytics, and explores how consumers and marketers can benefit from big data. Also examines consumer privacy issues that arise in big data analytics.

BUSN 6327. Managing and Working in a Virtual World. 1 Hour.
Introduces students to the significant base of knowledge that already exists about the effects of virtuality on work. Presents a framework of virtual work skills that, while solidly grounded in academic research, are delivered using a practical, experiential approach. The framework includes two categories: individual work skills for all virtual workers and managerial skills and processes for those who are managing/leading virtual workers.

BUSN 6328. How Macroeconomic Events Will Shape the Supply Chain of the Future. 1 Hour.
Explores how some of the unprecedented macroeconomic events currently roiling global markets will reshape the supply chain of the future. Offers students an opportunity to study the impact of past macroeconomic events and to learn to project how today's events are likely to change the way global business is conducted in the future. Events include the decline of oil prices, depreciation of the euro and yen, zero/negative interest rates, the eventual return of interest rates to historical norms, demographic shifts in both the developed world as well as China, rising consumer delivery expectations driven by Amazon Prime, and the crumbling U.S. infrastructure/transportation gridlock.

BUSN 6330. Innovation, Product Line Strategy, and Product Platforms. 1 Hour.
Reviews innovation theory and methods, including customer segmentation, user-centered design, and platform innovation. Explores the application of these frameworks to next-generation products, systems, and services.

BUSN 6331. Rapid Design and Development. 1 Hour.
Explores innovation from an ecosystem perspective and from the perspective of lean design and development, both for startups and established corporations. Examines the design and cost engineering of product-line architectures for innovation, the incorporation of subcontractors, and open-source innovation, as well as prototyping and user-testing processes. Exposes students to the rapid creation of the minimum viable products for new systems and services.

BUSN 6332. Agile Finance. 1 Hour.
Exposes participants to basic financial intelligence in a context of defining a business model for innovation projects. Emphasizes revenue modeling and resource planning. Introduces different types of business models for product, software/systems, and services and the distinguishing factors of each. Seeks to provide participants with skills to develop financial projections and accompanying financial statements for innovation initiatives.

BUSN 6333. Lean Business Model Design for New Ventures. 1 Hour.
Studies the contemporary “lean” (i.e., experimental, non-commitment) approaches to designing viable business models for high-growth new ventures. The theoretical part of the course covers the introductory topics in the modern understanding of business models: their essence and role in securing competitive advantage, key components and design of business models, technology commercialization through sustaining business models, and key approaches for business model validation. The practical part of the course allows students to apply the acquired theoretical knowledge to the cases of designing and validating the business models of new ventures.
BUSN 6334. Social Media Marketing: Principles and Strategies. 1 Hour.
Examines the most important issues facing marketers today in relation to the changing media landscape and the rise of social media. Social media gives customers a voice, connects them to each other as well as companies, and crosses geographical boundaries. Focuses on understanding this context and how to leverage it for strategic business and marketing gains. Through a combination of lectures, case discussions, team and individual exercises, and a mini-project on social media evaluation, the course covers main principles and strategies related to social media on how and where social media can add value and provide opportunities to engage and manage customers.

BUSN 6335. Promoting Sustainable Practices at Work. 1 Hour.
Studies climate change and the depletion and degradation of the earth’s resources. Analyzes the scope of the issues and explores how companies are responding in the workplace and with their suppliers and customers. Discusses the economic, technological, political, social, psychological, and moral/ethical dimensions as well as solutions. Offers students an opportunity to utilize tools for being the change within their workplace as well as participate in online case discussions of companies engaging in sustainability best practices. Includes exposure to two dozen Australian organizations engaged in exemplary sustainability practices and to guest speakers who are experts in climate change, carbon dioxide, and water sustainability.

BUSN 6336. Data Mining for Managers. 1 Hour.
Offers students an opportunity to appreciate and to be able to identify the enormous opportunities that currently exist in providing business intelligence services based on data mining techniques of data capture, cleansing, validation, storage, and analysis. Emphasizes real-life applications, with an intuitive approach of discussing the concepts behind the various data mining techniques covered, which may include principal components analysis (PCA), market basket analysis (MBA), and discriminant analysis (DA). Requires prior course in statistics.

Investigates ethical theory and decision making in practice, including blind spots that cause many managers to believe they are ethical when their decisions contradict their beliefs. Publicly traded companies are required to comply with Securities and Exchange Commission (SEC) regulations. The formal requirements are imperative for efficient capital markets. However, the informal tone at the top establishes the culture that is necessary for compliance and ethical decisions. Explores the legal ramifications for noncompliance and individual ethical decision making to mitigate the risk of noncompliance.

BUSN 6338. Blockchain and Bitcoin—Radical Innovation and Strategic Response. 1 Hour.
Introduces blockchains and their impact on a wide variety of industries, including finance, healthcare, commodities trading, supply chain and logistics, and foreign currency markets. Banks are among the earliest industries to attempt to adopt this technology, seeing benefits from lowered costs, reduced risk, and speedier transactions—getting rid of the middleman or central clearinghouse—with estimated savings of $10 billion annually from initial deployment. Studies strategic issues centered around the threat of obsoleting incumbents and industries, developing standards, and dominant consortia. These issues may include deciding between private or public networks, developing smart contracts, responding to fears over data security and data privacy, obtaining top management buy-in, deploying blockchains in industrial and consumer markets, and overcoming resistance to change.

BUSN 6339. International Business in a Semiglobalized World. 1 Hour.
Examines the underlying dynamics of changes in the global market and how they are affecting international business. With increasing movement of capital, goods, services, and labor, we are now seeing an increase in the antiglobalization and anti-immigration sentiment across the world. Pressure for increased protectionism and economic liberalization are occurring across several parts of the world. This has led to a world that is semiglobalized, where forces of integration and localization occur simultaneously. Focuses on the international strategic decisions that companies are making in order to remain competitive and viable in this changing landscape. Studies the role local and multinational companies have in shaping the globalization conversation going forward.

BUSN 6340. Modeling for Business Analytics for Managers. 1 Hour.
Introduces and offers students an opportunity to apply modeling concepts for everyday business management problems. Advanced analytics does not produce business insights without models. Models are the statistical methods and algorithms that look for patterns and relationships from data and express them as mathematical equations. Data scientists are oftentimes needed to create the models and then tweak them to fit changing business needs and conditions. Students use online activities to apply and practice various modeling concepts.

BUSN 6341. Digital Financial Models—How to Value an e-Business. 1 Hour.
Exposes students to the dynamics of the online market space and provides an opportunity to utilize digital analytics tools that provide insight into online customer segments, site visitor behavior, digital marketing strategy and tactics, and historical conversion rates. The valuation of an online business can be difficult if it is not a typical e-commerce business. Explores factors that affect cash flows and cost of capital for such businesses in detail and analyzes the various channels of funding. Offers students an opportunity to conduct an in-class valuation of an e-commerce and lead generation business. Challenges students to build future revenue projections. As a final analysis, class participants are asked to value an online business and submit a paper.

BUSN 6342. Design Value with Creative Problem Solving. 1 Hour.
Covers qualities required for leadership to support and promote innovation, minimize risk of failing behind, and maximize organizational agility, as well as solving problems in creative ways. Exposes students to strategies that help organizations address the following aspects of problem solving, identified as crucial to the success of the enterprise: developing creative, innovative solutions; showing independence and initiative in identifying problems and solving them; solving problems in teams; applying a range of strategies to problem solving; etc.

As the importance of intellectual property (IP) grows, managers and lawyers need to understand IP opportunities and risks and to collaborate effectively during new product development (NPD) in order to establish valid IP assets and effective IP strategies. This course for MBA and JD students will address the legal and business challenges of integrating NPD processes with IP asset development and IP risk management, with an emphasis on establishing and exploiting IP assets for competitive advantage and clearing or minimizing the risk of IP infringement. Students will collaborate on proposals for managing the development of a next generation product to assure timely launch and strategic IP positioning, including developing plans for identifying potential IP assets and defining the team, resources, critical stages and decision points.

BUSN 6864. Experiential Study. 0 Hours.
Offers eligible MSF students an opportunity for experiential study.
BUSN 6945. Washington Campus Seminar. 3 Hours.
Offers a weeklong educational residency in Washington, D.C., where students meet with members of Congress, current and former executive branch officials, senior civil servants, business executives, lobbyists, representatives of the media, and special-interest groups. Offers students an opportunity to understand how Washington works, how legislative and regulatory changes impact their business futures, and what new business opportunities may evolve as the result of federal policy priorities and decisions. The residency seeks to offer unparalleled insight into the process of government, with the goal of enabling top business leaders to contribute ethically and effectively to the policy debate, influence policy outcomes, and leverage their understanding of policy trends to developing new business opportunities.

BUSN 6950. MBA Skills Workshop. 0 Hours.
Continues the full-time MBA orientation program. Offers students an opportunity to develop the management skills necessary to become effective managers, including communication skills, qualitative and quantitative business analysis, and ethics and values.

BUSN 6960. Exam Preparation—Master’s. 0 Hours.
Offers the student the opportunity to prepare for the master’s qualifying exam under faculty supervision.

BUSN 6962. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

BUSN 6964. Co-op Work Experience. 0 Hours.
Provides eligible students with an opportunity for work experience. May be repeated up to five times.

BUSN 7976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.