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 1106. Essentials of Business. (2 Hours)
Examines, in a “business boot camp” approach, how to cultivate a business mindset and develop critical business skills. Focuses on five major objectives: collaborating in teams, improving presentation and writing skills, fostering critical and entrepreneurial thinking, identifying the value of the interaction between different business disciplines, and introducing the critical business skills that are covered in more depth in students’ future coursework.

Corequisite(s): PHIL 1106

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.

Attribute(s): NUpath Ethical Reasoning, NUpath Societies/Institutions

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

BUSN 2963. Topics. (1,2 Hours)
Offers undergraduate students an opportunity to learn about timely issues, develop new skills, or explore areas of broad interest in an immersive, short-course format. Content and instructors vary by offering.

BUSN 2990. Elective. (1-4 Hours)
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

BUSN 2992. Research. (0 Hours)
Offers an opportunity to document student contributions to research projects or creative endeavors.

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 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 4998. Research. (0 Hours)
Offers an opportunity to document student contributions to research projects or creative endeavors.

BUSN 5963. Topics. (1,2 Hours)
Offers students an opportunity to learn about timely issues, develop new skills, or explore areas of broad interest in an immersive, short-course format. Content and instructors vary by offering.

BUSN 5964. Projects for Professionals. (0 Hours)
Offers students an applied project setting in which to apply their curricular learning. Working with a sponsor, students refine an applied research topic, perform research, develop recommendations that are shared with a partner sponsor, and create a plan for implementing their recommendations. Seeks to benefit students with a curriculum that supports the development of key business communication skills, project and client management skills, and frameworks for business analysis. Offers students an opportunity to learn from sponsor feedback, review ‘lessons learned,’ and incorporate suggestions from this review to improve and further develop their career development and professional plan.

BUSN 5965. Engaging with Industry Partners for Rising Professionals. (0 Hours)
Offers students an enhanced applied project setting in which to apply their curricular learning. Working with a partner sponsor, students refine an applied research topic, perform research, develop recommendations that are shared with the partner sponsor, and create a plan for implementing their recommendations. Curriculum supports students as they develop key business communication skills, project and client management skills, and frameworks for business analysis. Offers students an opportunity to learn from sponsor feedback, review lessons learned, and incorporate suggestions to improve and further hone their career development and professional plan. Career development opportunities through skill-building workshops, panels, and interview preparation are available. Partner-student interactions, including a culminating project presentation, allow partners to assess student contributions to research projects, and create a plan for implementing their recommendations. Curriculum supports students as they are asked to value an online business and submit a paper.

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 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 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.

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 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 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 6343. Sharing Economy, Crowdsourcing, and Digital Business Transformation. (1 Hour)
Explores how a highly connected world driven by technological advances fuels a digital transformation centered around networks, crowds, and markets. Covers network effects and ‘rich-get-richer’ phenomena; business models and strategies for multisided markets and platforms; crowdsourcing and online labor markets; sharing economy; and new ways organizations become innovative by tapping into expertise outside firms’ boundaries. Discusses business cases from industries including Uber/Lyft, Airbnb, Kickstarter, Amazon’s Mechanical Turk, Upwork, Etsy, eBay, InnoCentive, and TopCoder. Explicitly addresses possible negative consequences. Explores critical risks such as bias and inequality due to deregulation, social and algorithm-based discrimination, and an overall critique of growth-based business models. Offers students an opportunity to hone their skills to spearhead game-changing digital initiatives to learn how to manage others in the wake of disruptive changes.

BUSN 6344. The Fintech Revolution. (1 Hour)
Uses case studies and illustrations to explore the key major innovations that are revolutionizing and driving opportunities in fintech. Topics may include payments: payment processing, transfers, rewards; blockchain: digital currency, smart contracts, DLT, trading; investments: Robo Advisors, investment management; planning: retirement planning, education planning; lending: crowdfunding, P-2-P lending, alternative money-raising platforms; insurance: underwriting, comparison platforms; big data and analytics: AI and big data solutions, alternative data; security: cybersecurity, authentication, encryption. Also discusses business models and opportunities in fintech, including the evolution of fintech and the current state of the art; case studies of successful business models in fintech startups; key things that differentiate a successful fintech company; and best practices and tips when working on a fintech idea.

BUSN 6345. Business Information Visualization. (1 Hour)
Introduces visualization concepts, techniques, and strategies used to support the effective presentation and manipulation of business information. Methods to critique visualizations (both good and bad) are introduced along with ways to identify design principles that make good visualizations effective. Discusses challenges present in making data understandable across a wide range of potential audiences. Introduces the practice of data visualization, key principles and techniques for visualizing data, and the fundamentals of communication required for effective data presentation in a business context. Emphasizes the use of these concepts to create effective information displays and dashboards for different business scenarios. Offers students an opportunity to use Tableau to prepare and present a variety of visualizations in business-related contexts.

BUSN 6346. Digital Fluency in the AI-enabled Enterprise. (1 Hour)
Offers students an opportunity to improve their digital fluency in the context of enhancing critical thinking, design thinking, and systems thinking within the enterprise. Course topics are oriented around the use of artificial intelligence within information systems deployed at the operational, tactical, and strategic levels. Using a case-based approach, the particular domain areas of human-computer interaction includes recommendation engines, voice-activated transaction processing, and information assurance (i.e., cybersecurity). This is a business-oriented course focused on design and deployment (not development/coding). The online, experiential element includes practice scenarios to help enable learners to understand the value, pitfalls, and possibilities of AI by seeking to enhance the learner’s digital fluency.

BUSN 6347. Change in the Digital Era. (1 Hour)
Explores the meaning of “digital transformation” in the 21st century. Introduces students to current best practices regarding organizational change, talent development, leadership, and organizational design. Analyzes the effectiveness of current best practices in light of digitalization. Offers students an opportunity to explore “next practices” regarding organizational change, talent development, leadership, and organizational design with a goal of understanding how to enhance personal resilience in the face of ongoing change.

BUSN 6348. Strategic Valuation: Fintech and Beating the Marketing. (1 Hour)
Offers a unique perspective into the investment process and methods of the top-performing equity investors of the last 100 years. Begins with Graham/Buffett/Klarman value-based investing, then tasks students with employing practical methodologies of top investment managers today. Provides students with a fintech online company performance and valuation database of 8,500-plus companies with traditional Uniform (UAFRS) analytics used by the world’s largest money managers and professionals. Students conduct independent and group study and finalize their work in a stock pitch mirroring how fundamental analytics conduct investment research in the current tech and data-rich environment.

BUSN 6349. Digital Globalization. (1 Hour)
Exposes students to the globalization of the digital platform economy and how it differs from the old, analog economy. Offers students an opportunity to gain a deeper understanding of the sharing economy in emerging markets and how it differs from that in advanced economies; understand the gains and challenges from competing through and against digital platforms globally; and analyze the internationalization strategies of digital platform companies. Companies are transforming their products, services, and processes into internet-enabled bits and bytes that can be stored and transferred globally through online platforms. As such, digitalization affects people, firms, industries, and countries. New digital technologies have dramatically shifted the nature of business into faster and more efficient global value chains that are instantaneously connected through digital platforms.

BUSN 6350. Managerial Coaching. (1 Hour)
Introduces students to managerial coaching and why it facilitates heightened performance through learning. Students engage in discussions about the elements required for successful coaching, as well as common barriers to successful coaching. Also introduces students to a model for effective managerial coaching. Offers students an opportunity to develop a mindset to receive and provide coaching to achieve higher performance and career success, as well as to put into action and practice the lessons through experiential coaching role-playing scenarios.

BUSN 6351. Experiential Education. (1-3 Hours)
Consists of various experiential learning opportunities that are approved by the faculty of the D’Amore-McKim School of Business for full-time MBA students.

BUSN 6352. Python for Business Analytics. (1 Hour)
Introduces a detailed overview of Python programming for data mining and prediction in a business context in order to tackle modern-day data analysis problems. This course is appropriate for students who wish to learn and apply Python tools to business analysis.
BUSN 6353. Business Ethics: Compliance and Enforcement. (1 Hour)
Examines the value of making sound ethical business decisions and the consequences for not making them. Builds on the students’ own ethics values, as well as presentations of real-life events from those who were involved. Perspectives include those of victims, perpetrators, law enforcement, and journalists. Examines the situations and challenges presented to decision makers as part of their professional responsibilities. Uses a combination of lectures and interactive interviews with professionals who share their real-life experiences. Designed to challenge students to think through difficult ethical situations and to be a platform for discussions.

BUSN 6354. Creating Value through Artificial Intelligence. (1 Hour)
Investigates how companies can create value through artificial intelligence. Studies companies from startups to large multinationals across a variety of industries. Analyzes the AI strategies implemented or attempted by these companies to understand drivers of success and identify future opportunities. Uses lectures, case discussions, team and individual exercises, and a project on creating a value-driven AI strategy to offer students an opportunity to begin to develop intuition behind modern AI technologies. Designed to provide an accessible introduction and does not require coding or algorithm development.

BUSN 6355. Digital Transformation in Organizations. (1 Hour)
Focuses on forming a structure, via four models, that treats “data” as the life force of the organization. The first module discusses major organizational design decisions—centralization, formalization, span of control, and specialization—based on changes in volume, variety, velocity of data structures, and how we process and use these vast data sources. The second module focuses on decision-making systems that integrate data analytics. Proper change management is the core topic of the third module. The fourth and final module focuses on mechanisms to establish a data-driven culture and on the application of organizational network analysis.

BUSN 6356. Business Analytics. (3 Hours)
Provides an overview of data collection, organization, analysis, interpretation, and presentation techniques used by contemporary organizations. Students use multiple software tools to collect, prepare, manage, analyze, evaluate, understand, critique, visualize, and present data sets of various types. Offers students an opportunity to obtain essential skills, tools, and techniques required to understand data sets, both large and small, from sources internal and external to an organization. This understanding can then be used to support data-centric decision making and create a measurable improvement in business performance. Businesses run on data, and employees at all levels must know how to properly use and interpret data to support their roles within a company.

BUSN 6357. International Corporate Governance and Strategic Thinking. (1 Hour)
Introduces key concepts in strategic corporate governance. Offers students an opportunity to use these concepts to understand the different economic, social, and political contexts across advanced industrial and emerging economies. Describes key aspects of corporate governance systems in a number of different countries and analyzes the strengths and weaknesses of these systems in comparison. Examines the importance of social and political factors in shaping different models of firm organization across countries and how new governance practices and institutional norms develop in response to changes in the real world of business management.
BUSN 6372. High-Engagement Management. (1 Hour)
Explores how organizations can be designed and run to create conditions of high engagement and high performance. Offers students an opportunity to experience the contrasting impacts of low- and high-engagement management; learn the management practices that affect employee engagement; and understand the relationship between high-engagement practices and organizational performance.

BUSN 6373. Agilizing the Enterprise. (1 Hour)
Examines how strategic business decisions are made and governing policies established in today’s changing corporate environment. Discusses how a blend of strategic innovation, visionary leadership, managed resilience, and organizational agility go hand in hand to ensure the success of an organization. Exposes students to agile transformation, the process of examining the organization to find specific areas where an agile operating model can unlock value. The principles of agility can be applied across the whole organization.

BUSN 6374. Creating Shared Value as a Way of Life. (1 Hour)
Designed to empower students with a holistic toolkit to make “creating shared value” a way of life as a social innovator, entrepreneur, and strategist who is prepared to tackle the challenges of the 21st century. Offers students an opportunity to be exposed to and practice the concepts of business policy by assuming the role of a strategist analyzing the strategic context of a company/venture at a point in time.

BUSN 6375. Designing 21st-Century Business Organizations. (1 Hour)
Addresses the question: What is the most effective organizational design (or designs) for meeting the challenges of the 21st century? Describes a process for designing an organization, along with some of the key challenges associated with organizational design. Reviews the design options available historically, as well as designs that are more popular in recent years. Asks students to justify their own conclusions about which organizational design is best suited to meet the requirements and challenges facing business organizations today.

BUSN 6376. The Business Case for Social and Economic Justice. (1 Hour)
Examines how strategic business decisions are made and governing policies established in today’s changing corporate environment. Discusses whether it is advisable for CEOs to “take a stand” on behalf of their company and their employees when fundamental shared values and a company’s purpose or mission are at stake. After a grounding in business governance theory and history, students debate whether CEOs should speak openly on controversial public issues. One can make the case that a CEO taking a position on one side of a public issue is a significant strategic risk. Conversely, stakeholders are increasingly demanding that business leaders publicly take positions and change business practices to align with those values.

BUSN 6377. Learning from Crisis: Toward Sustainability and Resilience. (1 Hour)
Highlights the importance of public-private sector interconnections and systemic partnerships within communities to promote resilience and enable progress toward sustainable development, such as those promoted by the United Nations Sustainable Development Goals (UN SDGs). Covers the nexus between resilience, sustainable development, and the impact of crises on societies and multinational corporations. Includes both conceptual material and examples. Includes a case study competition where students are presented with a challenge scenario and then asked to provide a presentation where they think creatively about how firms and communities can have a reciprocal relationship toward sustainable development and resilience.

BUSN 6378. Effective Business Storytelling. (1 Hour)
Examines the art and science behind effective storytelling in a business context. Explores the role and criticality of storytelling to achieve business objectives. Introduces students to the key elements of a good story and the finite story types that exist. Challenges assumptions about storytelling—what it is, its role in business, and the skills storytellers need. Provides a wide range of written and spoken examples and exercises. Offers students ample opportunities to practice and critique storytelling in a variety of contexts, from the quotidian to the difficult.

BUSN 6379. Entrepreneurial Ecosystems. (1 Hour)
Examines the development, growth strategies, and stewardship of entrepreneurial ecosystems and “startup communities.” Defines and measures ecosystems. Studies the ways that governments, corporations, and community groups attempt to shape ecosystem development. Surveys leading authorities in the field and looks at real-world examples of success and partial success from several different perspectives.

BUSN 6380. Predictive Modeling for Business. (1 Hour)
Introduces students to selected principles and techniques of predictive analytics through a case study approach, with a focus on classification models. Topics covered include the fundamental properties of supervised machine learning methods; common applications of supervised learning models in business contexts; and the implementation and interpretation of two popular classification models, logistic regression and random forest. The open-source software environment R is used to perform analysis for course assignments.

BUSN 6381. Business Applications of Natural Language Analytics. (1 Hour)
Surveys the applications within business of Natural Language Analytics (NLA), including Natural Language Processing (NLP), Understanding (NLU), and Generation (NLG). Over the past decade, NLA has experienced exponential improvements in capabilities and applications to various areas within marketing, supply chain, finance, and public policy. Offers students the opportunity to learn how to wrangle and analyze text data (NLP), apply foundational models to gain understanding of data contained within text (NLU), and have the opportunity to work with tools that allow them to auto-generate language (NLG). Applications will showcase document classification, sentiment analysis, content generation, chatbot design, and question/answer. All applications will be showcased in R.
BUSN 6402. Stakeholder Values and Societal Challenges in Business. (2 Hours)
Examines how to analyze the impact that societal challenges have in business decision making. Focuses on the challenges that companies face when embracing and empowering goals to add value to their shareholders and stakeholders while “doing good.” Examines the increasingly complex relations between businesses with outsized power and reach and governments in developed and emerging economies. Studies the implications of firm-level and government-level decision making and the impact on the specific communities where decisions are enacted. Studies the roles played by for-profit entities, not-for-profit entities, nongovernmental organizations, and government agencies in exploring, understanding, and achieving progress with these challenges.

BUSN 6945. Washington Campus Seminar. (2,3 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 6954. Co-op Work Experience - Half-Time. (0 Hours)
Provides eligible students with an opportunity for work experience. May be repeated without limit.

BUSN 6955. Co-op Work Experience Abroad - Half-Time. (0 Hours)
Provides eligible students with an opportunity for work experience. May be repeated without limit.

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 6976. Directed Study. (1-4 Hours)
Offers independent work under the direction of faculty members of the department on a chosen topic. Course content depends on instructor. May be repeated up to four 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.