



AZERBAIJAN UNIVERSITY

Business School Course Descriptions

MBA COURSES

MATH 7070 Introduction to Probability and Statistics

This course is intended to provide an overview of the basics of probability and descriptive statistics. Various forms of technology are used.

MBA 7025 Statistical Business Analysis

This course deals with the basics of converting corporate data into actionable information for managerial decision making. Statistical data analysis techniques are covered with applications in various functional areas of business. Specific techniques include descriptive data collection, data visualization, estimation, hypothesis testing, data analysis and interpretation using z-scores, correlation and regression, chi-square tests of independence, and t-tests, modeling relationships, basic forecasting techniques, and optimization techniques for decision support. The contextual topics focus on the implementation of six sigma methodologies for corporate performance management.

MBA 7035 Economics for Managers

This course uses the tools of both microeconomics and macro economics to analyze the operation of firms in a market economy. Both microeconomic issues, including demand, production, cost, and market environment, and macroeconomic issues, such as the level of spending in different sectors of the economy, are analyzed to develop implications for the competitive strategies of various types of firms. The goal is for managers to understand the main forces and trends in the

economy, how they are interrelated, and how policymakers try to affect them. Because changes in the macroeconomy affect industries and firms throughout the economy, it is important for managers to understand how these changes can affect managerial decisions, particularly in terms of the concepts discussed in the context of microeconomics. The performance of the economy is presented in the context of industries and firms studied in microeconomics.

MBA 8000 Management

This course provides an introduction to executive management. The role of general management, in which the executives have responsibilities for a broad spectrum of tasks, is established, and introduction to fundamental business concepts from a global managerial perspective. The course is based on an integrative framework that especially emphasizes the relationships, connections and dependencies among functional areas in different life-cycle situations.

MBA 8135 Corporate Finance

This course focuses on the financial management of both publicly-held and private corporations. Students are presented with a conceptual framework for understanding and addressing problems commonly faced by corporate decision-makers and are provided opportunities to apply these concepts to contemporary business situations. Topics covered include, but are not limited to: the valuation and role of debt and equity, capital acquisition and the organization of domestic and international financial markets, the relationship between risk and return including the capital asset pricing model, capital budgeting/project evaluation techniques, cost of capital, cash flow estimation, project risk analysis, real options, company valuation, and capital structure decisions.

MBA 8015 Strategic Business Communication

This course presents written and oral business communication as a management strategy critical to success in the workplace by introducing a communication model useful to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for written and oral messages. Students will practice drafting and editing clear, precise, and readable written business documents including communications to executive-level readers. Students will also

develop skills in the effective design and delivery of unwelcome information, technical information to non-technical audiences, and group communication.

MBA 8125 Information Technology Management

Issues and various approaches involved in defining, developing or acquiring, and deploying information systems are studied within both strategic and support roles. Students will examine how information technology can be used as an enabler for business process improvement and service innovation, how to recognize business processes and assess their information-related needs, and how to develop organizational agility through business process innovations enabled by information technology.

MBA 8145 Marketing Management

This course is a study of the managerial aspects of marketing. Emphasis is placed on the quantitative and qualitative criteria used in evaluating marketing alternatives and in choosing among these alternatives. The course includes topics related to market segmentation, marketing research, product/service development, branding, promotion, pricing, channels of distribution, marketing strategy, and global marketing.

MGS 8150 Business Modeling

This course covers the development, implementation, and utilization of business models for managerial decision making. Various techniques for analytical modeling, such as forecasting, optimization, simulation, decision analysis, and classification, are discussed. Students gain mastery in developing complex financial models implemented in decision support systems that cover applications in strategic planning, financial management, operations/project management, and marketing research. These topics are covered in the context of emerging information technology architecture.

MBA 8155 Operations Management

This course focuses on the basic concepts, principles, and techniques for efficient and effective operations. Special emphasis is placed on process improvement and supply chain management. Topics such as operations strategy, product and service

design, process analysis, lean production, materials and inventory management, quality management, six sigma, and project management will be covered in the context of domestic and international marketplaces.

MBA 8165 Leadership and Organizational Behavior

What do managers need to know about organizations and people within organizations. This class will develop an understanding of the key issues managers need to master in order to manage the interface between people and organizations. The course begins with a focus on the individual within the organization, including topics of attitudes, motives, and personality. The course then progresses to a broader focus on the organization as a whole, including topics of power and political concerns, group and organizational leadership, and organizational culture.

MBA 8820 Global Competitive Strategy

This course explores methods of directing an entire organization or a significant division in an internationally competitive environment. The perspective is that of the general manager who must integrate many business functions to successfully lead a multinational organization. Topics include the identification of organizational competence in light of external environmental and international conditions, the development of business/corporate strategy that addressed the international marketplace, and the internal processes required for successful implementation of that strategy.

EMBA 8007 Fundamentals of Accounting

This course covers the fundamentals of accounting principles, including accounting concepts, principles, traditions, and terminology, the accounting model, introduction to the financial statements (balance sheet, income statement, and statement of cash flows), and the bookkeeping process from analysis of transactions through adjustments to the preparation of a balance sheet and income statement. Students will also demonstrate the use of double-entry and accounting systems, record transactions and events, and define the qualitative characteristics of financial information.

EMBA 8200 Legal and Ethical Environment of Business

This course provides the EMBA student with a study of the interrelationship of law, ethics and business. The course covers the American legal system and ethical responsibilities of business. The course equips the student to recognize legal and ethical issues and to manage legal risks in business decision making.

ACCT 8010 Financial Accounting – 1 (Reporting)

Students will learn the financial reporting environment, the conceptual framework, the financial accounting process, preparation of financial statements and income measurement. Students will also be able to explain the context and purpose of financial reporting, prepare a trial balance (including identifying and correcting errors), prepare basic financial statements for incorporated and unincorporated entities and interpret financial statements.

ACCT 8020 Financial Accounting – 2 (Advanced Reporting)

Students will learn accounting for liabilities, reporting of stockholders equity, accounting for income taxes, postemployment benefits, leases, changes and errors, and preparation of statement of cash flows with complex transactions. Students will also discuss and apply conceptual and regulatory frameworks for financial reporting, account for transactions in accordance with International accounting standards, analyze and interpret financial statements, prepare and present financial statements for single entities and business combinations in accordance with International accounting standards, and prepare simple consolidated financial statements.

BA 9280 Quantitative Research Methods in Business

This course develops skills in designing, evaluating, and understanding quantitative methods and methodologies for research in the social science paradigm. Students also acquire skills in developing research proposals, supporting methodological choices, and understanding how to successfully publish their work. The course is intended for students across the business disciplines.

BA 9300 Qualitative Research Methods in Business

This course helps develop knowledge and skills in the application and use of qualitative research techniques. The course provides a survey of the methodological literature on qualitative research methods paired with appropriate article-length exemplars in the disparate business disciplines. This course covers a variety of different research strategies including case study, ethnography, grounded theory, and action research. In addition, students acquire skills in developing a research design, and qualitative data collection and analysis techniques, and authoring research manuscripts.

GMBA 8610 Leadership Practices

The theme explores the practices associated with exercising leadership, defined as mobilizing people to meet their most significant challenges. The course is designed for people from many backgrounds and cultures in order to aid them in leading teams, business units, and corporations, with an emphasis on enterprises that conduct business globally and ethically. By studying the practice of leadership, students gain experiential knowledge of practices that are effective and ineffective. They also gain an understanding of the impact that individuals and groups exercising leadership can make on the performance of an organization. The theme also includes activities and exercises designed to enable participants to gain greater insight into their own leadership strengths & weaknesses.

GMBA 8630 Strategic Business Communication

This course presents written and oral business communication as a management strategy through a strategic communication model useful to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for written and oral messages. Students will practice drafting and editing clear, precise, and readable written business documents, crafting effective communications to executive level readers. Students will also develop skills in listening, managing groups, dealing with conflict, and leveraging the power of diversity at both the individual and cultural level. Finally, students will develop and deliver individual presentations using appropriate and effective visual support to persuade and motivate.

ECON 8430 Theory of the Firm and Business Strategy

An application of microeconomic theory and industrial organization to topics for internal firm organization and strategic business decision-making. Topics vary, but typically include transactions cost analysis and empirical implications, multiproduct cost concepts, vertical integration, product differentiation and product quality, durable good pricing, innovation and patents, spatial competition, delivered (base point) pricing, price discrimination, product building, network economies and information implications, and special topics in regulatory economies and transitional adjustments in deregulated industries.

ECON 8850 International Trade

This course develops an understanding of the economic basis for trade. It also examines trade policies nations adopt, common markets, international resources flows, and the multinational corporation.

EMBA 8005 Cross-Cultural Business Practices

This course is directed toward understanding the changing demographics of the, impact culture has on how business is conducted both in the U.S. and in other countries. Emphasis is placed on the awareness of the cultural differences and the recognition of their impact on business norms and practices.

EMBA 8100 Organizational Behavior for Executives

Designed for the experienced manager, this course is an extensive study of human behavior in the workplace. Among the topics addressed are theories considered critical to the understanding of workplace motivation, communication, leadership, rewards and sanctions, team building, workplace stress, and organization structuring and design. Particular attention is paid to managing persons in complex environments (including the rapidly changing nature of jobs and work and work in international/multicultural settings).

EMBA 8250 Strategic Marketing Management

The purpose of this course is to provide students with an understanding of the current and future problems faced by the marketing manager. Emphasis is placed on the practical applications of the theories developed in marketing and related

literature. More specifically, the marketing mix, including product, price, promotion, and place, is discussed in relation to the environmental characteristics, including competition, technology, governmental regulation, and recent megatrends. Special attention is also given to market opportunity analysis, marketing tactics, marketing strategy and decision making, and evaluation.

EMBA 8550 Cost Analysis

This course is a study of the major accounting methods used for costing products, services, programs, projects, departments, and other operational units and cost objects. The primary emphasis is on developing the needed understanding, insights, and skills to correctly use such data in making various kinds of managerial decisions.

EMBA 8650 International Management Practices

This course entails the overseas visit to directly observe the practices and concepts of business in foreign countries. The students visit a series of businesses in one or more countries, and country-national companies. In addition, discussions are organized between the students and members of the governments in the countries, organizations like American Chambers of Commerce. Time is allowed for students to become familiar with the cultural aspects of the countries visited.

EMBA 8800 Executive Leadership and the Senior Management Team

Course members become immersed in the leadership challenges associated with management of an enterprise at the corporate, business unit, and line of business levels, including those challenges encountered in multinational corporations. Focusing on the responsibilities of both the general manager and the senior management team, individuals encounter challenging settings where executives have responsibility for the enterprise's overall performance rather than just a single business function. Leadership of the strategy process, facilitating organization building, and assurance of effective enterprise performance are unifying themes throughout the course.

EMBA 8810 Corporate Strategy and Responsibility

This intensive course introduces executives to the roles that executives play in defining, leading, managing, and responding strategically to the responsibilities of the corporation. The course uses simulations, interactive case studies with the corporate executives who lived them, and ethical reflection exercises to teach executives to assess and respond to the social, ethical and environmental issues confronting global enterprises and lead effective corporate policies and responses. Special attention is paid to building the four components of ethical behavior, namely, ethical sensitivity, judgment, motivation, and implementation.

GMBA 8090 International Business Environment

The course is divided into two parts. The first part provides an intensive study of the changing economic, political, financial, and cultural environment in which organizations compete, both traditionally and digitally. The second part of the course encompasses specific business operations through a global lens, including import, export, counter trade, manufacturing and materials management; marketing and research and development; human resource management; accounting; and financial management.

GMBA 8115 Managerial Accounting

The focus of this course is on managing with accounting data, giving attention to limitations and behavioral implications of using such information in decision-making. Students will determine what financial information the managers need to plan, monitor and improve their critical processes, products and services. This course explores tasks such as cost analysis and management, cost-volume profit analysis, cost allocation, activity based costing, cost drivers, performance measurement, variance analysis, balancing the scorecard, compensation schemes and responsibility centers. Students will also explain the nature, source and purpose of management information, explain and apply cost accounting techniques, prepare budgets for planning and control, compare actual costs with standard costs and analyze any variances and explain and apply performance measurements and monitor business performance. Students communicate implications of their analyses to stakeholders using database, spreadsheet, and word processing skills.

ACCOUNTING AND AUDIT SPECIALIZATION

ACCT 8030 Managerial and Accounting Information Systems

This course examines a wide range of fundamental managerial techniques used by companies for tracking and reporting internal operations. In particular, it focuses on techniques for costing and evaluating products, services, programs, projects, departments and other operational units. The primary emphasis is on developing the needed understanding, insights and skills for capturing, analyzing and applying internal accounting data in order to make optimum managerial-level, cost-related decisions and appropriate managerial performance evaluations. In addition, students are expected to develop analytical skills necessary for evaluating alternative designs of control systems.

ACCT 8040 Topics in Taxation

This course introduces students to the tax concepts applicable to individuals, sole proprietorships, partnerships, corporations, estates, and trusts. In particular, it focuses on developing a professional level of problem-solving skills and critical thinking as well as oral and written communications. Emphasis is placed on differences between tax and financial accounting concepts. In addition, students are exposed to accounting periods and methods, deferred compensation, tax planning, ethical practices, and tax research.

ACCT 8050 Assurance and Information Systems Control

This course develops students' knowledge of Accounting Information Systems (AIS) and auditing the AIS focusing on both the processes of the AIS and the evaluation of accounting information. Topics include choosing, extracting and analyzing information to solve business problems, the ethical responsibilities the accountants, evidence accumulation and evaluation, materiality, risk assessment and control of the processes, and legal responsibilities. The course emphasizes the utilization of technology tools in business environments.

ACCT 8090 International Accounting

This course provides a detailed examination of International Financial Reporting Standards (IFRS) and their application. It identifies differences between IFRS and

Generally Accepted Accounting Principles and analyzes the implications of those differences. It also offers a framework for identifying and analyzing national differences in the applications of IFRS.

ACCT 8130 Advanced Accounting Topics

This course provides a study of accounting topics related to business mergers and acquisitions, international accounting and foreign currency issues, and other current topics of financial reporting.

ACCT 8200 Strategic Cost Management

This course focuses on the knowledge, skills, and attributes necessary for accounting managers operating in technology-enabled environments. The accounting manager is considered not as a strict purveyor of information but as a leader on the strategic management team. The course investigates the accounting manager's role in developing strategy, planning, measuring results, and working with other managers to define the direction and future of a variety of organizations, including those with e-business applications. Topics will vary but strategic issues in capital budgeting and cost analysis, performance measurement, value chain analysis, decision support services, strategic management control systems, and activity-based management are illustrations of subjects that might be covered.

ACCT 8630 Information Technology Auditing

This course focuses on the knowledge and skills required for practice of IT auditing in the post-Sarbanes-Oxley world in which internal control is assessed in financial audits. The course covers assessment of internal control in technology-intensive settings, continuous monitoring and auditing of applications, and auditing of system development. Students work through audit simulations to develop IT audit expertise.

ACCT 8700 Financial Statement and Business Analysis

This course provides in-depth use of methods for performing financial statement analyses to evaluate a company's profitability, liquidity, solvency, and market value. It demonstrates how these analyses can be used to diagnose a company's

past performance and to set operational and financial targets in traditional and e-business environments.

ACCT 8740 Seminar on Internal Auditing

In this course students are introduced to the current theory and practices of internal auditing viewed as a component of organizational governance. Students will learn to evaluate the effectiveness of various internal controls and make recommendations for improving corporate governance. Important auditing-related theories including risk management will be discussed along with practical implications of internal management controls and the monitoring required for improving their effectiveness. The course will include cases and also expose students to the ethical, independence, and technological issues that internal auditors deal with.

ACCT 9300 Seminar in Managerial Accounting

This course covers the topics, theories, and methodologies relevant to research in managerial accounting. In addition to studying existing literature, students prepare research proposals in managerial accounting.

TX 8320 Tax Accounting

This course introduces students to the tax concepts applicable to sole proprietorships, partnerships, corporations, estates, and trusts. Emphasis is placed on differences between tax and financial accounting concepts. In addition, students are exposed to accounting periods and methods, deferred compensation, tax planning, ethical practices, and tax research.

TX 8390 Case Studies in Taxation

In this course students will use real world cases to identify tax accounting and tax planning issues in unique fact patterns, select and apply appropriate tax laws to unique fact patterns and make decisions requiring knowledge of the tax law and its effect.

TX 8040 Tax Practice and Procedures

This course is designed for persons preparing for a tax practitioner career. Subject matter for study is selected to amplify conceptual and technical knowledge at an advanced level of study of the techniques and procedures used by the various tax administrative bodies. The course also provides study opportunities to enhance the practitioner's skills and abilities in dealing with the tax administrative bodies. While some aspects of the course deal with state and local tax administrative bodies, heavy emphasis in the course is placed on procedure and practice techniques at the national level.

TX 8300 International Aspects of Taxation

This course is a study of income tax consequences of foreign income to local taxpayers and of domestic income for various foreign businesses and individuals. E-business issues also are explored.

FINANCE SPECIALIZATION

FI 8000 Valuation of Financial Assets

This course develops core competencies that all finance graduates regardless of area of specialization should possess. Topics include foreign exchange markets, interest rate risk measures, term structure theory, introductory option pricing, futures markets, swaps, and valuation. This course is required of all MBA students seeking a major in Finance.

FI 8020 Financial Analysis and Loan Structuring

This course provides students with the skills to analyze a business, determine its funding needs, and design a financing structure to satisfy those needs (primarily, private debt instruments). There is minimal discussion of pricing; the focus is credit analysis. The principal teaching method is case analysis, and a significant course objective is the development of logical thinking and communication skills. The case mix includes companies of all sizes including small- and medium-sized firms. Students have the opportunity to evaluate the needs of a variety of

businesses that differ with respect to type, industry, profitability, growth, cyclicity, and degree of distress.

FI 8040 Survey of International Finance

This course surveys the conceptual and institutional aspects of financial decision making in multinational firms in a global economic environment. The students are introduced to foreign exchange risk with special emphasis on the mechanics of foreign exchange and related derivatives markets as well as the parity conditions in international finance. Institutional realities of regional economic blocks, foreign exchanges regimes, euro markets, and balance of payments are discussed to highlight their impact on financial management

EMBA 8450 Asset Valuation, Analysis and Selection

This course considers conceptual and policy issues associated with the financial management of the non-financial firm. Students develop skills in financial analysis and interpretation and examine the various economic profit-based metrics used by financial executives. The dominant paradigms of risk and return are considered, and techniques for the valuation of both financial and real assets are analyzed. Included are capital budgeting techniques for making optimal asset and financing decisions as used in project financing and the setting of hurdle rates and the use of simulation in the conduct of risk management. financial management practices in other countries are considered. Case analysis is employed, and personal computers are used as a supporting tool.

EMBA 8500 Corporate Financial Policy

This course focuses on the determination and evaluation of the corporate capital strategies. Topics considered include financial structure, leasing, cost of capital, dividend policy, and valuation. The financial topics are combined with the investment strategies to yield a synthetic view of financing-investment interactions and their impact on firm value. The related topics of mergers, acquisitions, and leveraged buy outs are addressed. Case analysis in the classroom will draw upon the background readings in the professional and academic literature and from the lectures. Personal computers are used as a supporting technique.

FI 8060 Current Issues in Finance

This course allows for in-depth analysis of select, topical issues in finance. Coverage is drawn from current issues in financial markets that do not necessarily require an entire semester of study. As examples, topics could include corporate governance, executive compensation, financial market regulation, and financial system reform. Reliance is placed on authoritative faculty having specific expertise in a topic area, readings from the current professional literature, guest speakers, case studies, and group projects. The topic of each offering will be announced in advance, and students may take this course multiple times for course credit as different topics are covered.

FI 8200 Derivative Markets I

This course focuses on the valuation, uses, and regulation of derivative instruments—contracts or agreements whose values derive from the prices of underlying assets such as equities, commodities, interest rates, and currencies. The course is presented from the perspective of corporate risk managers and institutional professionals who use these valuable risk-shifting instruments for controlling market risks. Coverage is presented of both exchange and off-exchange derivatives including futures, options, forwards and swaps, and structured products such as hybrid debt having embedded derivative features. The course keeps abreast of global trends, trading developments such as electronic markets, and new products such as electricity, weather, bandwidth, and credit derivatives.

FI 8360 Special Topics in Corporate Finance

This seminar-style course allows for in-depth study of select corporate finance topics of special current significance. Coverage is drawn from cutting-edge issues such as the capital acquisition process, investment banking, venture capital financing, the financial management of the e-commerce firm, corporate control, international capital budgeting and financing, project finance, corporate reorganizations and restructuring, corporate governance, and the interaction of product-market strategies and financial strategies. Reliance is placed on readings from the professional literature, lectures, case studies, and group projects. The topic of each offering will be announced in advance, and students may take this course multiple times for course credit as different topics are offered.

FI 8391 Field Study in Finance

The field study immerses students into the business-site experience in a relevant field. It is a supervised, business-site learning experience that provides students the opportunity to learn and apply skills in a professional setting. Students apply skills learned in previous courses and expand their knowledge of concepts and practices in the field by working with practitioners. While students are under the general supervision of the faculty, they are expected to display responsible independent action and to interact frequently with a business founder, owner, or chief executive. Students perform business tasks in the field, for a designated number of hours each week, submit assignments, projects and term papers, and make written and oral reports to management on assigned research findings and recommendations for action

FI 8420 Financial System

This is a macro-finance course, focusing on the broad issue of funds flows through the entire economy. The course analyzes the dynamic and complex pattern of world-wide funds flows, the identity of the major players in the system and the factors influencing their behavior in financial markets, the basis for the myriad financial assets available, the crucial importance of a well-developed financial system for economic development, the influence of the legal/regulatory system, and financial innovation. Special attention is placed on the structure and role of interest rates.

FI 8440 Finance and Banking in the Global Economy

This course allows for in-depth study of select finance and banking topics of global significance. Coverage is drawn from cutting-edge issues such as the global financial architecture, the management of risk exposures (market/credit/operational/other risks), financial value chains, regulatory frameworks and developments, project financing decisions, corporate governance, and the interaction of product-market strategies and financial strategies. Topic coverage will also include newer developments in the financial world such as, for example, Islamic banking, microfinance, peer-to-peer lending, or credit derivatives.

FI 8240 Global Portfolio Management

This course explores in greater depth than possible in FI 8000 the practical aspects of investment valuation and portfolio management in a global framework. The focus is on market microstructure, bond- and equity portfolio management and overall asset allocation. Practical aspects of portfolio management are introduced through lectures and class discussions of journal articles and cases.

FI 8260 Hedge Funds and Their Trading Strategies

This is an advanced graduate elective course on hedge funds, which have emerged as popular investment vehicles. The course will cover institutional topics including the history and evolution of hedge funds, the differences between hedge funds and mutual funds, funds of hedge funds, and key sources of information such as databases, indices, and benchmarks. The course will investigate hedge fund risk-return characteristics, performance evaluation, risk management, asset allocation, and managerial compensation. Trading strategies to be considered will include long-short equity, merger arbitrage, relative value arbitrage, convertible arbitrage, fixed income arbitrage, and trend-following.

FI 8300 Advanced Corporate Finance

This course develops a framework and tools for analyzing corporate investment and financing decisions. Students become familiar with the cutting-edge techniques for evaluating capital investments, the central issues in capital structure and dividend policy decisions, and the interaction between financing and investment decisions. Techniques covered provide the tools necessary to evaluate strategic investments in technology, mergers and acquisitions, corporate restructurings, and research and development. Skills are developed for the valuation of firms in traditional and new technology industries as well as security offerings such as initial public offerings. Reliance is placed on a variety of pedagogical vehicles including problem solving, case studies, lectures, and group projects.

FI 8310 Investment Banking

This course covers the three distinct activities of investment banking: (1) underwriting new issues of securities, (2) fee banking activities that earn a fee like

advising on corporate restructurings, securities and economic research, and other types of financial consulting, and (3) transactions trading in the secondary markets, proprietary trading for the firms' own account, and retail brokerage. The emphasis of the course will be on equity underwriting and advising in corporate restructuring activities. It will also focus on the principles of firm valuation. These tools will be used to value, for example, an initial public offering firm, the target firm in a takeover contest, and a leveraged buyout firm.

FI 8320 Corporate Financial Strategy

This course uses a combination of lectures, case analyses, class discussion, and team projects to develop the ability and skills necessary to make strategic financial decisions within the firm. The emphasis is on investment and financial decision-making and their impact on firm value; capital market imperfections and their impact on the capital acquisition process; and corporate governance and its impact on firm value. Specific topics will vary according to current relevance and may include the estimation of divisional cost of capital, project analysis including flexibility and real options, incentive alignment, corporate governance, and the influence of alternative financing choices on firm value.

FI 8350 Corporate Restructuring and Workouts

This is an advanced course examining corporate restructuring. It exposes students to a broad range of restructuring strategies that can be employed to increase firm value. Class coverage and case discussions will illustrate how the various corporate restructuring strategies can be used to improve firm performance. The course begins with a brief consideration of mergers and acquisitions. It then focuses on restructuring strategies available to individual firms to improve their competitive situation and enhance shareholder value. Topics here include spin-offs, equity carve-outs, split-offs, sell-offs, leveraged recapitalizations and LBOs. This is followed by a consideration of restructuring of financially distressed firms under both out of court and formal bankruptcy circumstances.

FI 8400 Financial Management of Financial Firms

This course addresses financial management of firms that specialize in deposit-type financial assets (i.e., commercial banks and bank holding companies, savings

organizations, and credit unions). Specific topics include: the economic foundation of depository financial institutions, legal/regulatory structure, market dynamics, performance analysis, asset/liability management, liquidity management, and other risk/return management issues.

FI 9200 Seminar in the Theory of Investments

This seminar exposes the student to the basic theoretical paradigms of contemporary investments research. Topics which may be covered include portfolio theory, two-fund separation, mean-variance analysis, contingent-claim pricing, consumption-based asset pricing theory, asset pricing in a rational expectations setting, and the microstructure of securities markets. The specific topics covered depend on the instructor and the needs of the students.

GMBA 8170 International Finance

We focus on the international corporate finance environment and on foreign exchange risk management. We start the basics of risk and return, applied to an international asset portfolio setting. We proceed with a general overview of the determination of exchange rates. We will study different foreign exchange rate systems and how capital and trade flows may affect the balance of payments of countries and, consequently, their currencies. We will then learn about foreign exchange parity relations and forecasting. We proceed to study the foreign exchange market and begin studying risk management tools, such as futures and options.

RMI 8300 Predictive Risk Modeling

This course presents econometric techniques used to quantify risk exposures faced by individuals and corporations. The course emphasizes the microeconomic analysis of risk illustrated by examples including retail credit scoring, bankruptcy prediction, predictive loss modeling, stochastic loss reserving and others. Econometric techniques covered include generalized linear modeling, count models, survival regressions, and neural network analysis. Emphasis is placed on students gaining real world experience by being asked to estimate the models using data sets supplied by the instructor. The course is intended for graduate students in

economics, business, finance, and actuarial science seeking to increase their ability to empirically model risk exposures in various settings.

RMI 8350 International Risk and Insurance

This is a study of the way risk is managed and insurance markets are structured internationally. The objective is to gain an understanding of different risk management approaches and insurance market structures internationally through an examination of relevant economic, social, regulatory and other environmental influences.

RMI 8370 Financial Risk Management

The course presents the fundamentals of corporate financial risk management. The objective is a realistic and conceptually motivated overview of risk management for major global companies. The strategic approach to risk management requires an understanding of insurance and alternative risk financing, as well as financial, insurance and commodity derivatives.

MARKETING SPECIALIZATION

CIS 8060 Supply Chain Management

Students develop the ability to conceptualize, design, and implement supply chains aligned with product, market, and customer characteristics. Business competition is now between supply networks rather than individual corporations. Managing the flow of products, information, and revenue across supply chains differentiates the ability of supply networks to fulfill customer needs. Students develop the ability to evaluate how information flows can substitute for the stock of physical resources, such as inventory, and why such systems succeed or fail. They assess how internet technologies, dynamic markets and globalization are impacting supply chain strategies and practices, including logistics, digital coordination of decisions and resources, inventory and risk management, procurement and supply contracting, product and process design, and revenue management.

MK 8010 Marketing Metrics

This course is designed to emphasize and teach the critical role of analysis in marketing decision-making. Drawing on concepts from economics, finance, and accounting, as well as best-practice marketing metrics, the course will present a series of metrics designed to guide marketers in formulating and evaluating key decisions. Students will also learn to evaluate and analyze marketing problems presented in the form of case analyses.

MK 8100 Buyer Behavior

This course provides an opportunity for study of the behavior of buyers of business-to-business and consumer goods and services. Objectives include increasing the student's understanding of buyers and their behavior and providing the student with experience in applying this knowledge in marketing management decisions. Topics such as life style analysis, organization, individual and family decision making, consumerism, behavioral models, attitude formation and change, information seeking, and market segmentation are explored using readings, projects and case materials.

MK 8200 Marketing Research

Marketing research focuses on the generation of primary data to improve decisions. This course helps students determine when research should be conducted and on designing the appropriate means for gathering and interpreting information. The course examines a range of methods of data collection made possible and develops skills in converting data to useful information that will improve marketing efforts. The course uses client-based group projects, extensive hands-on assignments, and readings to develop conceptual, analytical and communication skills.

MK 8210 Marketing Intelligence

Marketing intelligence uses internal data on ongoing operations and customer activity, and external data about customers, the marketplace, competitors, industry, and the environment to develop greater insight into company and marketplace opportunities. This course focuses on the tools underlying customer equity management, customer relationship management, database and direct marketing

approaches. Using projects, readings, and extensive hands- on assignments, students develop the ability to identify and evaluate data sources, apply analytic tools to better understand customer value and responsiveness, and target firm efforts to improve return on investment.

MK 8300 Marketing Communications and Promotions

This course focuses on the development and implementation of integrated marketing communications. Students learn about the development of a brand-building communications plan that covers advertising, packaging, sales promotion, direct marketing, and public relations. The course combines theory and application exercises designed to provide experiences in developing a comprehensive integrated marketing communications plan.

MK 8330 Strategic Selling

This course analyzes the role of the salesperson/account representative in high level sales processes such as those associated with Key and Strategic Account Management. The course emphasizes quantitative and qualitative analysis of high-level selling issues, customers. perspectives, and the competitive nature of this sales environment. Major topics in this course include: 1) investigating customer requirements; 2) reaching key decision makers; 3) understanding key financial considerations related to large sales; 4) negotiations. Additionally, the course examines the interplay between sales and marketing as they relate to acquiring and managing these key accounts.

MK 8340 Strategic Sales Leadership

In the past, many sales leaders were viewed by other corporate executives as managers in a tactical arena only. However, in a globalized business world as more and more products and services move toward commoditization, a good sales force helps organizations attract and retain customers. In this course, students learn to manage the modern sales force as a key strategic tool in achieving the goals of the organization in an increasingly competitive market place. Through this course, students acquire the skill sets needed to develop strategic sales plans and lead the sales team in achieving strategic objectives.

MK 8391 Marketing Internship

The course enables a student to participate in a marketing internship when the employer requires that credit be granted for internship participation. When the student satisfies the above requirements, he/she can apply to the department, during the normal registration period for the upcoming semester, by providing a written description of the proposed internship. The course is graded on a satisfactory/unsatisfactory basis.

MK 8400 Channels of Distribution

This course provides an analysis of traditional and electronic relationships among the institutions comprising marketing channels. Emphasis is on the design and management of relationships among organizations that are linked together in a distribution system. Important aspects of channel relations are investigated: the roles of channel members, their use of technology and communication networks, and the use of power. Channel strategy issues involving retailing, wholesaling, logistics, and the Internet are analyzed in the context of developing effective systems to transmit things of value to points of consumption.

MK 8410 Logistics Management

This is an introductory graduate-level course in business logistics designed to familiarize students with managerial decisions related to fundamental logistics functions including marketing channels, customer service, order management and information systems, inventory systems, transportation, and warehousing and network design and integration. Emphasis is placed on the application of marketing and state-of-the-art tools to analyze complex logistics systems, to reduce total logistics cost as well as supply lead time while maintaining predetermined customer service goals. The integration of logistics functions into supply chain processes is reviewed with a computerized simulation game.

MK 8510 Business-to-Business Marketing

This course focuses on strategy development for marketers whose customers include other businesses, the government, and institutions. It explores the buying behavior of organizations as customers and ways to segment the organizational market. In addition, the course highlights how the product development and

management process for such customers differs from the processes used for consumer products and services. Other topics include channels of distribution strategy including electronic issues, supply chain management, price bidding, and new trends in personal selling and sales management. A portion of the course examines the application of e-commerce tools to improve marketing strategy with respect to buyer-seller relationships and market efficiency.

MK 8600 International Marketing

This course exposes students to the different socio-cultural, economic, and geopolitical environments that influence firms' international and marketing activities and performance. Within this context, the course focuses on identifying world-wide marketing opportunities and formulating global product, pricing, distribution, and promotion strategies.

MK 8620 Product Management

The objective of this course is to familiarize students with applications of planning techniques for new products. The course emphasizes the use of market research data and marketing models for new product development and management. The main topics covered in this course include idea generation and concept evaluation, optimal product design, test marketing, product positioning, market segmentation, market share estimation, product packaging, advertising testing, pricing, brand name selection, brand equity and global product planning.

MK 8700 Digital & Social Media Marketing

This course offers a comprehensive understanding of the digital and social media marketing landscape including different platforms, media, tools, and metrics. Based on this understanding, students will learn how different marketing objectives of the organization such as customer management, branding, sales, PR, promotion, communication and so on can be accomplished through digital and social media marketing strategies for both business-to-consumer as well as business-to-business settings.

MK 8705 Digital Marketing Analytics

This course offers a comprehensive understanding of the digital and social media marketing landscape (including search engines, popular social media platforms, mobile phones etc.) with an emphasis on state-of-the-art analytical tools and metrics required to succeed in the digital marketing space. Based on this understanding, students will learn how to measure, track, monitor and hence improve, optimize and efficiently manage different marketing programs in digital and social media platforms.

MK 8710 Customer Relationship Management Customer

Relationship Management (CRM) is a comprehensive set of processes and technologies for managing the relationships with potential and current customers and business partners across marketing, sales, and services areas regardless of the channel of distribution. This course focuses on the development and implementation of relationship marketing strategies via the use of CRM initiatives. Topics covered in the course include: relationships marketing; operational, analytical, and collaborative CRM; reasons for CRM implementation failure; and the role of CRM in marketing management.

MK 8715 Brand and Customer Analytics

This course is designed to teach analytic techniques related to brand and customer management. Students will gain experience with state of the art techniques, such as the efficient allocation of marketing resources, new product management, effective branding strategy and customer engagement value, which includes customer lifetime value and customer referral value.

MK 8720 Direct and Database Marketing

Direct and Database Marketing is a specialized form of Marketing where companies make extensive use of their databases to formulate customized marketing strategies so that they can market to each customer directly. Consistent with its rapidly increasing demand in contemporary marketing practices, this course is geared to make students well versed with theory, tools and applications related to Direct and Database marketing.

MK 8730 Marketing Engineering

The objective of this course is to show the benefits of using a systematic and analytical approach to marketing decision-making, and to build skills and confidence in undertaking such analyses and decision making. An analytical approach will enable one to: (1) identify alternative marketing options and actions, (2) calibrate the opportunity costs associated with each option, and (3) choose one or more options that have the highest likelihood of achieving business goals. Completing this course will enable making the ROI case for marketing expenditures that companies are increasingly asking of their executives.

MK 8800 Marketing Services Strategically

Many companies engaged in the marketing of services such as financial, hospitality, retail, transportation, consulting, professional services, non-profit organizations, it is vital to understand how marketing in this sector is both complementary to and differentiated from product marketing. As such, this course looks at both the strategy and practice of understanding customer wants and needs; how the visibility of service creation affects customer satisfaction; how both business and individual customers judge satisfaction with service providers and how these are best reached through marketing communications and sales.

MK 8900 Strategic Market Planning

This course presents the role of marketing in the strategic planning process. The strategic business unit is the unit of analysis. The nature of competitive advantage is explored. A strategic market planning process model is developed. Competitive advantage is considered from both a competitor and a customer perspective. The course is designed to integrate course content from other marketing areas, such as product design, marketing research, marketing management, and distribution. The course includes a strategic marketing simulation which provides hands-on experience in the design and implementation of strategic marketing. Specific topics include the nature of competitive advantage, the strategic market planning process, identifying competitors, strategy relationships, sustaining competitive advantage, and segmenting strategy.

MANAGEMENT SPECIALIZATION

IB 8600 International Management

This course focuses on the management of the multinational corporation (MNC). The main course objectives are to critically analyze specific managerial challenges and opportunities faced by MNCs; to provide knowledge and conceptual frameworks necessary for understanding and managing MNCs; and to train and develop skills critical for international managers (e.g., writing and oral presentation skills, information skills, cultural sensitivities).

IB 8690 Global Operations Management

This course introduces recent innovations in global operations management as they relate to a global business strategy. The course integrates concepts from organizational behavior, marketing, accounting, economics, and leadership to instill an appreciation of the complexity of developing and managing a global production system. Topics include global business strategy, improving global operating performance, supply-chain performance and production rationalization, and establishing new limits of global operations performance.

MGS 8020 Business Intelligence

This course focuses on the features, uses, and design strategies for IT-enabled managerial decision support. Model-based, data-based, and knowledge-based applications for business intelligence and corporate decision making are emphasized. Implementation issues in the context of emerging business environments also addressed. Application areas include financial analysis, marketing research, and project management.

MGS 8030 Knowledge Management

This course provides an introduction to the analytical, managerial, and technological approaches used in knowledge management. Key approaches that are available for knowledge creation and discovery are examined and contrasted. Implications of recent knowledge management technologies, such as intelligent agents and organizational memory information systems, are assessed. Strategic,

economic, and social issues in the creation and transfer of knowledge are examined. Best knowledge management practices are discussed.

MGS 8040 Data Mining

This course covers various analytical techniques to extract managerial information from large data warehouses. A number of well-defined data-mining tasks such as classification, estimation, prediction, affinity grouping and clustering, and data visualization are discussed. Design and implementation issues for corporate data warehousing are also covered.

MGS 8110 Applied Regression Analysis

The basic aim of this course is to improve the student's understanding of the various uses of regression analysis. These uses range from linear to nonlinear estimations. Both bivariate and multivariate regressions are discussed. Acquainting the student with the assumptions of the general regression model is another aim of the course. Practical suggestions are given for checking the regression model by examining the residuals. A description and comparison of the basic types of regression computer programs are presented.

MGS 8140 Introduction to Management Science

Various optimization techniques are surveyed with an emphasis on the why and how of these types of models as opposed to a detailed theoretical approach. Students develop optimization models which relate to their areas of interest. Spreadsheets are used extensively to accomplish the mathematical manipulations. Emphasis is placed on input requirements and interpretation of results.

MGS 8170 Statistical Modeling

This course presents applications of important statistical models for organizational analysis and decision making. Applied research based on observational studies is emphasized. The SAS statistical package is employed to analyze data using various statistical techniques. Examples of statistical models and techniques include exploratory data analysis, factor analysis, regression analysis, discriminant analysis, and cluster analysis.

MGS 8300 Human Resource Management

This course provides a survey of the field of Human Resource Management. Topics covered include strategic human resource management, recruitment, selection, performance evaluation, training and development, compensation, and labor relations.

MGS 8360 Human Resources Recruitment and Selection

This course focuses on the human resource recruitment and selection functions of organizations. Topics covered include methods of recruitment, organizational choice, job analysis, validation, laws pertaining to equal employment opportunity, interviewing, testing, and organizational socialization. Both the theoretical foundations of the recruitment and selection functions as well as the practical application of these activities are presented.

MGS 8390 Strategic Compensation

This course focuses on how organizations use pay, benefits, and reward systems to attract, retain, and motivate employees. Linkage between compensation and firm competitiveness are emphasized. This course is relevant for both small and large businesses.

MGS 8420 Enhancing Leadership Skills

Participants in this course are introduced-to various processes and tactics that are used to enhance leadership skills, as well as to various perspectives on important leadership skill content that can help to guide and motivate their development as leaders. They undergo assessments of their leadership-relevant skills and characteristics, and receive guidance on how to improve as leaders. Skills improvement comes from enhanced insight and knowledge, activities conducted in class, as well as from out-of-class tasks that participants design themselves. The course is premised on the assumption that participants have had some leadership experience, since the course requires participants to reflect on their leadership experiences and skills so that their leadership skills can be improved

MGS 8430 Negotiation and Dispute Resolution

This course is designed to help students become better negotiators by understanding and practicing the negotiation strategies and tactics appropriate for different situations. These situations range from simple buying and selling to establishing long-term agreements with key business partners. Advanced topics such as agent-principal negotiations and multi-party negotiations are also included. The course is a general treatment of negotiation that is useful to students from a broad range of majors.

MGS 8435 Power in Organizations

Students examine sources of personal and organizational power, then develop skills for obtaining and using power. The course focuses on management-oriented views of resource control and dependency as well as strategic, political, and service-based approaches to power. Through case studies, exercises, and in-depth discussions, students learn to apply the theories to their own and others' circumstances.

MGS 8440 Work Team Design and Development

This course provides a structured approach to designing, implementing, and developing work teams in organizations. Topics include: work teams as a vehicle to improving organizational performance, designing a team-based organization, work team implementation issues, training and developing teams, team-building programs, and leadership in a team-based organization.

MGS 8450 Organizational Development and Change

This course is designed to train theorists/researchers/practitioners in organizational development and change. It provides an overview of the theory and practice of making organizations more effective by changing individual attitudes and behaviors, group relationships, and organizational cultures. An experiential approach to organizational development interventions and methods is offered.

MGS 8455 Strategic Leadership: Leading Implementation of Strategy

This course focuses on one of the more important areas in strategic management and one of the biggest challenges in leadership: The role of CEOs and other top

managers as the leader of strategy implementation. The basic objective of this course is to develop a student's ability to understand the role and effect of the leader on the company's strategy, performance, and vitality. Students will increase their capabilities in strategic leadership when evaluating situations, identifying alternative plans of action, making strategic choices, and implementing these choices with effectiveness.

MGS 8460 Consulting Practice and Theory

The course provides a detailed study of the management consulting process. Primary topics include organizational entry, contracting, data collection, intervention delivery, intervention evaluation, management of the consulting process from beginning to end. Students prepare a proposal for services to a client organization.

MGS 8500 Entrepreneurship and Enterprise

This is an introductory survey course for students who might be interested in starting their own businesses or who might develop new businesses in the corporate environment. The environment of entrepreneurship and the behaviors of entrepreneurs are studied. Students learn how to recognize and evaluate new business opportunities. Two major activities in the course are to interview entrepreneurs and to study the feasibility of a business idea.

MGS 8510 Business Plan Development

In this course, students develop a business plan either for an independent new venture or for a new corporate venture. The principal objective is to learn how to prepare a full business plan that is ready to be presented to investors. Students present their plans to investors or enter them in a business plan competition. Students critically evaluate the business plans of others, and they interact with investors.

MGS 8710 Logistics and Operation Planning

This course covers the design of information and decision systems for allocating resources and scheduling activities. Topics include inventory control, capacity planning, material and resource requirements planning, and the design of

computer-based systems for integrated planning and logistics managements (supply chain event management).

MGS 8730 Project Management

This course covers management techniques that are applicable to a wide variety of project types including information systems development, business start-ups, marketing campaigns, facility relocations, construction, research, and special events. Emphasis is on processes for scheduling, budgeting, and controlling projects. The selection and application of project management software are addressed. Other topics include project organizational structures, qualifications and roles of the project manager, project leadership, team building, and the management of conflict and stress in projects.

MGS 8770 Service Operation Management

This course focuses on the analysis of service sector performance and methods designed to improve service operations from a competitiveness standpoint. The topics covered are cross-functional in nature including operations, marketing, Human Resource Management, information technology and entrepreneurship and are presented as an integrated systems approach to the service organization.

MGS 8760 Quality Management

This course addresses a strategic, structured approach to the design and development of quality management programs in manufacturing and services. The analytical and behavioral aspects of quality management are addressed. Topics include the strategic importance of quality to organization success and the importance of customer orientation and Human Resource Management in a total quality management program.

MIT 8000 Information Technology Project Management

This course examines the defining characteristics of IT projects and introduces the student to a variety of project management techniques that can be applied in an IT project context. Managing scope, time, cost, and quality will be explored. The course will cover management issues associated with packaged software

implementation (e.g., ERP systems), in-house developed systems, and outsourced projects.

MIT 8010 Organizational Change Management

This course examines the design of an organization's structure and business processes. The course primarily focuses on the application of information technologies to transform organization and improve their performance. Methods of introducing and implementing information technologies to enable organizational change are examined.

MIT 8100 Management of Information Services

This course addresses the many management issues unique to the information services function within organizations. Coverage includes information systems planning, managing the information infrastructure, justifying information technology investments, the costing of services and networks evaluating information system performance, alternative information service delivery modes, managing distributed and end-user computing, project and operations management, systems security, and the management of information technology professionals.

BA 8100 Managing Corporate Integrity

Cross listed with LAW 7339. The course exposes business and law students to fundamental issues and current best practices in managing legal/ethical compliance and corporate social responsibility. Course topics cover both domestic and international business issues, including child labor, environmental sustainability, anticorruption, and human rights. Special attention is given to preparing law and management students to understand and manage the demands on U.S and international corporations making complex business decisions in the face of increasing expectations for transparency and accountability. Structured around real-world cases that simulate the challenges of today's domestic and global markets, the course equips students to manage and integrate the differing perspectives of lawyers and managers.

BA 9320 Managerial Decision Making

This course introduces students to the subject of managerial decision-making. Decision-making is obviously a very important part of what managers do. Research into managerial decision-making is highly relevant to a wide variety of business school disciplines including: accounting, marketing, managerial sciences, information systems, risk management and insurance and real estate. Drawing on relevant theories and academic journal articles, the student is introduced to bounded rationality, cognitive biases, bounded awareness and ethicality, framing effects, escalation of commitment, whistle blowing, negotiator cognition, and emotional influences on decision making.

BCOM 7255 Communication Skills for Business

Communication Skills for Business helps improve the proficiency and fluency of graduate students who write and speak English as a secondary language (or English speaking students who need remedial work) to develop their written, conversational and presentation skills. The course focuses on the elements of written and spoken communication that are vital in a graduate business program and the US workplace. Students will acquire the necessary skills to complete correct and effective business documents in English and to demonstrate cultural awareness and spoken expertise in conversations and presentations.

BCOM 8250 Effective Executive Communication

Managers face a wide range of demanding communication tasks every day. They must communicate vision, negotiate for resources, lead meetings, provide performance feedback, and manage new communication technologies, all in an increasingly international workplace. This course prepares students to communicate effectively as managers. Students practice the strategies and techniques in a wide range of written and spoken performance situations. They work individually and in groups on cases and make several presentations during the course.