

# BUSINESS ADMINISTRATION (BUAD)

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## **BUAD 150 First-Year Seminar (4 Credits)**

An exploration of a specific topic in Business. A grade of C- or better fulfills the COLL 150 requirement. Although topics vary, the courses emphasize academic writing skills, reading and analysis of texts, and discussion.

*College Curriculum:* C150

## **BUAD 192 Special Topics (0-4 Credits)**

A course designed for special topics and for special opportunities to utilize the expertise of a faculty member.

## **BUAD 200 Essentials of Business (3 Credits)**

New students in social class 2030 will be able to register for this course in the final add/drop period starting August 25. This course provides a broad understanding of how businesses function within society, exploring the evolution of commerce and the relationships between organizations, customers, and communities. Students will explore key functional areas of business, including accounting, business analytics, finance, marketing, and management and examine the ways cross-functional integration drives ethical, social, and strategic decision-making. A signature feature of the course is an integrative case study that challenges students to synthesize what they've learned and apply it to a realistic, multi-faceted business scenario.

*College Curriculum:* C200

*Domain:* CSI

## **BUAD 203 Principles of Accounting (3 Credits)**

A study of the use and preparation of financial information and the accounting system as an interpretative tool to communicate information about a variety of economic events to both internal and external users. Topics covered include the preparation and interpretation of financial statements for external users as well as managerial uses of accounting data, cost analysis, budgeting and performance evaluation.

## **BUAD 231 Business Statistics (3 Credits)**

Concepts of statistical analysis, probability, and regression within a business environment. Attention is given to solution methods using computer software, and interpretation of the results.

*Corequisite(s):* BUAD 231L

*College Curriculum:* MAPR

## **BUAD 231L Statistics Laboratory (1 Credit)**

Laboratory techniques in analytics software

*Corequisite(s):* BUAD 231

## **BUAD 290 Financial Services Industry (3 Credits)**

This course will introduce students to the institutional framework of financial markets and to the major sectors of the financial services industry. We will study the role of financial institutions in our economy and in our society. We will explore the role played by major US and international financial institutions in the latest global financial crisis, and contrast this with other similar periods in US and world history. The course will have a significant current events component and will address contemporary issues of public policy concern, including industry regulation, corporate governance and professional ethics. This course will require extensive written communication of various types, most notably a course journal demonstrating an understanding of how financial institutions work and a final essay addressing a selected interdisciplinary topic of relevance to our course, with reference to world history, current events and public policy. The course will utilize learning resources of various types including financial journalism, government filings, documentary and dramatic film, historical records, and academic and other writings. The course will also feature selected guest speakers from various sectors of the financial services industry.

*Prerequisite(s):* BUAD 203

## **BUAD 292 Special Topics (0-4 Credits)**

A course designed for special topics and for special opportunities to utilize the expertise of a faculty member.

## **BUAD 300 Business Perspectives and Applications (1 Credit)**

This course complements the core courses in the BBA Program by integrating business disciplines, ethical considerations, and business communications. The course includes business simulations, team interaction, and presentation skills.

*Corequisite(s):* BUAD 311, BUAD 323, BUAD 330, BUAD 350

## **BUAD 301 Financial Reporting and Analysis (3 Credits)**

This course focuses on the financial reporting environment: evaluating the quality of the reported information, analyzing reporting choices, and assessing the role of financial information in resource allocation decisions. Topics traditionally included in intermediate accounting are covered by analyzing key business transactions on the financial statements and measures of performance evaluations such as profitability, competitiveness, and leverage. This course is designed to be taken as either a one-semester course or as part of a two-semester sequence with BUAD 302.

*Prerequisite(s):* BUAD 203

## **BUAD 302 Advanced Financial Reporting and Analysis (3 Credits)**

This course focuses on an advanced study of topics in financial reporting that are traditionally considered in intermediate accounting. Reporting issues related to topics such as pensions, stock options, and deferred taxes are considered with reference to original source materials and accounting research.

*Prerequisite(s):* BUAD 301

## **BUAD 303 Strategic Cost Management (3 Credits)**

Applications of cost analysis to inventory valuation and income determination and planning and control of routine operations and non-routine decisions. This course emphasizes the relevance of cost concepts to modern decision tools. Substantial use of problems and cases.

*Prerequisite(s):* BUAD 203

**BUAD 304 Not-for-Profit Accounting, Control and Analysis (3 Credits)**

This course focuses on accounting and financial management concepts unique to the nonprofit sector. Topics include: the preparation and use of not-for-profit financial statements, tax reporting, audit requirements, and managerial planning and control. Students will learn both how to create reports and how to analyze information from the perspective of nonprofit managers, board members, regulators, donors, and creditors.

Prerequisite(s): BUAD 203

**BUAD 305 Accounting Information Systems (3 Credits)**

This course offers students a comprehensive exploration of the intersection between accounting principles and modern technology, equipping them with the knowledge and skills required to effectively manage financial data within organizations. Through a combination of theoretical concepts and hands-on practical exercises, students learn how to design, implement, and maintain accounting systems, emphasizing the use of software and databases. This course delves into topics including information systems and data management, as well as security, confidentiality, and privacy. It includes data flow diagrams, internal controls, auditing in a computerized environment, and the integration of financial systems. The course enables students to critically evaluate the role of technology in accounting, preparing them for careers in auditing, financial analysis, or management accounting, where proficiency in leveraging information systems is increasingly essential. Access to a PC is required for this course.

**BUAD 306 Financial Transparency and Global Markets (3 Credits)**

This course introduces students to worldwide financial reporting standards, regulatory regimes, and capital markets. Students will gain an appreciation for how the above have developed differently across countries due to cultural differences, economic differences, and variation in political and legal systems. Students will learn what these differences mean for analyzing and comparing companies. The course will also familiarize students with how multi-national companies identify and manage operational risks and risks related to foreign currency. Finally, students will learn about similarities and differences in how countries tackle other reporting issues, such as sustainability reporting and corporate tax policies.

Prerequisite(s): BUAD 203

College Curriculum: C30C

**BUAD 310 Marketing in an International Environment (1-3 Credits)**

This course covers the fundamental principles and practices of marketing in today's global economy. Students consider the international similarities and differences in marketing functions related to the economic, cultural, political, and technological factors of the environment. Topics will reflect the breadth of marketing activities – from insight generation, through innovation of products and service, and integrated communications - in a designated global region. This course may not be used for fulfillment of BUAD 311 (Principles of Marketing) nor may it satisfy as a prerequisite for upper level marketing courses. Students may not receive credit for both BUAD 310 and BUAD 311.

**BUAD 311 Principles of Marketing (3 Credits)**

A study of the role of marketing in business and the economy. Emphasis is on the examination of functions, institutions and policies.

Prerequisite(s): (ECON 101 )

Corequisite(s): BUAD 300, BUAD 323, BUAD 330, BUAD 350

**BUAD 317 Organizational Behavior and Management (3 Credits)**

This course develops the ability to recognize and manage human and behavioral factors in work settings. Topics include: individual differences, group dynamics, motivation, and an introduction to organizational structure and leadership.

**BUAD 320 Finance in an International Environment (1-3 Credits)**

This course introduces non-business students to corporate financial concepts and decision making in an international context. Students will gain an appreciation of the role of financial markets and institutions in our economy, as well as understand the responsibilities, concerns, and methods of analysis employed by corporate financial managers. Students will learn about the sources of funding for corporations and how managers increase the value of the firm by allocating financial resources. In this course, we will pay particular attention to how global differences in institutions, laws and regulations, and culture impact these financial decisions. Analysis of governance quality, taxation, capital market development, and political risk will focus on a designated global region. This course may not be used for fulfillment of BUAD 323 nor may it satisfy as a prerequisite for upper level finance courses. Students may not receive credit for both BUAD 320 and BUAD 323.

Prerequisite(s): BUAD 203

**BUAD 321 The Business of Luxury (1 Credit)**

This course provides a hands-on overview of business, marketing, and financial strategies in the luxury category. It uses an interactive workshop format where student teams develop and present competitive business cases. Guest lecturers from the luxury industry provide insights and guidance throughout the course.

Prerequisite(s): BUAD 311 or BUAD 323 or BUAD 340 or BUAD 350

**BUAD 323 Financial Management (3 Credits)**

An examination of how firms make financial decisions that drive value and long-term performance. Topics include time value of money, capital budgeting, and valuation, as well as the pricing of financial securities, risk and return, and the role of capital structure and payout policy in shaping firm outcomes.

Prerequisite(s): BUAD 203 and (BUAD 231 or KINE 394 or MATH 351 or ECON 307 or PSYC 301 or SOCL 353)

Corequisite(s): BUAD 300, BUAD 311, BUAD 330, BUAD 350

**BUAD 324 Money & Debt Markets (3 Credits)**

An examination of the operation and importance of global money and debt markets including market characteristics, regulation, international differences, international interest and exchange rate behavior, bond analysis and valuation, and risk management with interest rate and currency options and futures.

Prerequisite(s): BUAD 323

**BUAD 325 Equity Markets and Portfolio Management (3 Credits)**

An examination of the operation and importance of global equity markets including market characteristics, regulation, international differences, investor behavior, portfolio theory and capital asset pricing, asset allocation, security analysis, mutual funds, performance measurement, and equity options and futures.

Prerequisite(s): BUAD 323

**BUAD 327 Investments (3 Credits)**

An introduction to equity, fixed income, derivative securities, and portfolio management.

Prerequisite(s): BUAD 323

**BUAD 329 Corporate Valuation and Credit Analysis (3 Credits)**

This course focuses on corporate valuation and credit analysis. Students will learn common methodologies for valuing corporate entities used by professionals working in investments, private equity, venture capital and investment banking. The course will familiarize students with various data sources and software used in the financial industry.

Prerequisite(s): BUAD 323

**BUAD 330 Computer Skills for Business (1 Credit)**

This course is designed to complement functional courses in the Business Core Program by providing instruction in the use of application software. Typically the course will cover presentation software, spreadsheets, and database application.

*Corequisite(s):* BUAD 300, BUAD 311, BUAD 323, BUAD 350

**BUAD 340 Introduction to Innovation and Entrepreneurship (3 Credits)**

This course exposes students to fundamental innovation and entrepreneurship concepts and will also provide an entry point into the Innovation & Entrepreneurship minor. Students will learn about the mindsets and tools associated with innovation and entrepreneurship and will be prepared to hit the ground running in subsequent, project-based Innovation & Entrepreneurship courses.

*College Curriculum:* C200

*Domain:* CSI

**BUAD 343 Legal Environment of Business (2 Credits)**

An introduction to the law and the legal process. Substantive areas of law covered include: contracts, sales of goods and product liability; business torts and environmental law; bankruptcy and international law

**BUAD 349 Overview of Operations Research with Business Applications (3 Credits)**

An introduction to the broad field of operations research and its use in business applications. Topics include linear programming, integer programming, nonlinear programming, decision analysis, inventory theory, and simulation. All topics are grounded in a business or societal context to demonstrate the applicability of operations research. Prerequisite: MATH 111

*Prerequisite(s):* MATH 111 or MATH 131

*College Curriculum:* C200

*Domain:* CSI, NQR

**BUAD 350 Introduction to Business Analytics (3 Credits)**

The objective of this course is to provide students with an introduction to the concepts of business analytics, operations management and information systems. During this course, students will develop skills in analyzing business situations, developing visualization and decision models designed to effectively analyze and communicate, and to identify expected risks and benefits associated with decisions based on the models developed.

*Prerequisite(s):* (BUAD 231L (may be taken concurrently) or BUAD 330 (may be taken concurrently)) and BUAD 231

*Corequisite(s):* BUAD 300, BUAD 311, BUAD 323, BUAD 330

**BUAD 351 Operations Management (1.5 Credits)**

This course focuses on operations knowledge essential to successful management. Topics include demand forecasting, process analysis, minimizing the effects of uncertainty in supply and demand, operational decision-making and other operations topics of current interest.

*Prerequisite(s):* BUAD 350 and BUAD 330

*Corequisite(s):* BUAD 352

**BUAD 352 Decision-making through Visualization and Simulation (1.5 Credits)**

The objective of this course is to provide students with advanced skills in the most common business analytics tools of the modern workplace – namely Excel and its companion programming language called Visual Basic for Applications (VBA). During this course, students will develop visualization and decision models designed to effectively communicate the meaning of complex data sets, and to identify the expected risks and returns associated with decisions about uncertain future events through the application of probability concepts and Monte Carlo simulation methods.

*Prerequisite(s):* BUAD 350 and BUAD 330

*Corequisite(s):* BUAD 351

**BUAD 357 Operations Management (3 Credits)**

*Course Description:* This course focuses on operations and supply chain management knowledge essential to successful organizations. Topics include operations strategy, demand forecasting, capacity management, service and manufacturing processes, supply chain management, and topics of current interest in operations management.

*Prerequisite(s):* BUAD 350

**BUAD 380 Principles of Accounting - MAcc Prep (3 Credits)**

Principles of Accounting-MAC Prep An intensive and accelerated study of the use and preparation of financial information and the accounting system as an interpretative tool to communicate information about a variety of economic events to both internal and external users. Topics covered included the preparation and interpretation of financial statements for external users as well as managerial uses of accounting data, cost analysis, budgeting and performance evaluation. This course is open only to students accepted into the Master of Accounting program.

**BUAD 381 Intermediate Financial Accounting I - MAcc Prep (3 Credits)**

Intermediate Financial Accounting I - MAC Prep An intensive and accelerated study of the financial reporting environment: evaluating the quality of the reported information, analyzing reporting choices, and assessing the role of financial information in resources allocation decisions. Topics traditionally included in intermediate accounting are covered by analyzing key business transactions on the financial statements and measures of performance evaluation such as profitability, competitiveness, and leverage. This course is open only to students accepted into the Master of Accounting program.

**BUAD 382 Intermediate Financial Accounting II - MAcc Prep (3 Credits)**

Intermediate Financial Accounting II - MAC Prep An advanced and accelerated study of topics in financial reporting that are traditionally considered in intermediate accounting. Reporting issues related to topics such as pensions, stock options, and deferred taxes are considered with reference to original source materials and accounting research. This course is only open to student accepted into the Master of Accounting program.

**BUAD 383 Intermediate Cost Accounting - MAcc Prep (3 Credits)**

Intermediate Cost Accounting - MAC Prep An intensive and accelerated study of cost and managerial accounting topics that provides students with a thorough understanding of the tools necessary to understand and analyze internal data on costs and profitability, with an appreciation of the broader context in which accounting information is produced and utilized. The course studies cost behavior, cost accounting methods, cost allocations, cost and profitability analysis, and budgeting. This course is open only to students accepted into the Master of Accounting program.

**BUAD 384 Audit & Internal Controls - MAcc Prep (3 Credits)**

Auditing and Internal Controls - MAC Prep An intensive and accelerated study of auditing and internal controls: Application of technology, modeling, statistics and other auditing procedures within the framework of generally accepted auditing standards. Reporting, ethics, international practices and case application are emphasized. This course is open only to students accepted into the Master of Accounting program.

**BUAD 385 Federal Taxation-MAC Prep (3 Credits)**

Federal Taxation - MAC Prep An intensive and accelerated study of the U.S. federal income tax system. Emphasis is placed on awareness of federal income tax concepts and laws, identification of tax issues, tax planning techniques, and communication of creative solutions to tax problems. This course is open only to students accepted into the Master of Accounting program.

**BUAD 392 Special Topics (0-4 Credits)**

A course designed for special topics and for special opportunities to utilize the expertise of a faculty member.

**BUAD 401 International Accounting (3 Credits)**

This course focuses on accounting related to international issues. Topics include: International Financial Reporting Standards (IFRS), accounting for derivatives and transactions denominated in foreign currencies, international audit issues, and international tax issues. Students will learn both the accounting for international transactions as well as how to analyze and interpret financial information prepared using different accounting systems.

Prerequisite(s): BUAD 203 and BUAD 301

**BUAD 404 Auditing and Internal Controls (3 Credits)**

Application of technology, modeling, statistics and other auditing procedures within the framework of generally accepted auditing standards. Reporting, ethics, international practices and case applications are emphasized.

Prerequisite(s): BUAD 301

**BUAD 405 Federal Taxation (3 Credits)**

An analysis of the federal income tax laws. Development of conceptual awareness of federal income tax structure and tax planning, and gaining ability to determine solutions to problems confronting the individual and business taxpayer.

Prerequisite(s): BUAD 203

**BUAD 406 Financial Reporting and Taxation of Business Entities (3 Credits)**

This course integrates complex tax and financial reporting issues in the context of transactions of business entities. Tax topics include an advanced study of corporate taxation and partnership taxation. Financial reporting topics include intercorporate investments, business combinations, and consolidated financial statements.

Prerequisite(s): BUAD 203 and BUAD 301 and BUAD 405

**BUAD 408 Tax Compliance, Tax Research, and Tax Planning (3 Credits)**

This course provides for the development of the ability of the students to perform sophisticated tax research and analysis as the foundation for tax compliance and for minimizing the tax liability through tax planning for the following tax entities: individual, sole proprietorship, general partnership, limited partnership, LLC, S corporation, C corporation, and exempt entities.

Prerequisite(s): BUAD 405 (may be taken concurrently)

**BUAD 410 International Business Management (3 Credits)**

A study of the fundamental principles and basic concepts applicable to managing in the international business environment. This course covers the nature of international markets, global trade, investment and financial exchange, and the operations of international business functions, with a strong emphasis on the strategy and structure of international business.

Prerequisite(s): BUAD 203 and BUAD 311 and BUAD 350

**BUAD 411 Management in an International Environment (1-3 Credits)**

This course focuses on key management topics in the global context at the organizational and international levels. Students will become familiar with relevant models and frameworks regarding strategy, innovation, leadership, teams, culture, group and individual dynamics, ethics, etc. They will apply their learning to the global context and be able to contrast the challenges of leading and managing an organization in their home country, versus in the global or individual national environments. This course may not be used for fulfillment of BUAD 317 nor may it satisfy as a prerequisite for upper level management, strategy or OB courses.

**BUAD 412 Global Business Analysis (0-4 Credits)**

This course focuses on the analysis of the business environment, culture, and peoples of a global region. Students will be exposed to a wide variety of intelligence gathering methods to aid them in analyzing information related to the designated region. International business trends, developments, national economic and cultural differences will be examined.

**BUAD 413 Global Business Immersion (1-3 Credits)**

This course encompasses an on-site immersion experience in a designated global region. During the on-site portion of the course particular emphasis will be placed on maximizing the immersion experience with a variety of activities such as: visiting businesses and governmental agencies, meetings and seminars with academic organizations, fieldwork to study the local culture, study tours to important cultural sites, and other opportunities for experiential learning.

Prerequisite(s): BUAD 412

*College Curriculum: C30G*

**BUAD 414 Global Strategic Management (3 Credits)**

This course will expose students to global issues that influence the competitive behavior and performance of firms. Students will build skills for conducting strategic analysis in a variety of industry and competitive situations in the global economy. By the end of the course, students will be able to apply a general manager's strategic perspective to the resolution of major business problems, with the goal of improving organizational performance.

Prerequisite(s): BUAD 311 and BUAD 323 and BUAD 350 and BUAD 317

*College Curriculum: C400*

**BUAD 417 International Finance (3 Credits)**

A study of foreign exchange markets, the relationships among interest rates, inflation rates, spot exchange rates, and forward rates, and the contemporary international monetary system. Specific topics include borrowing and lending opportunities in international financial markets, international trade finance, management of exchange rate risk through instruments such as forward and futures contracts, FX swaps, and put and call options, analysis of currency crises, and assessment of sovereign risk.

Prerequisite(s): ECON 102 and BUAD 323

**BUAD 419 Valuation (3 Credits)**

A study of enterprise valuation both from an academic and industry perspective. Topics include an analysis and application of multiple valuation approaches and an exploration of differences in valuation approaches for public, private, and distressed firms. The goal is to develop insight into how financial managers can create value for their shareholders, understand other value drivers, and learn how to incorporate them in the enterprise valuation process.

Prerequisite(s): BUAD 323

**BUAD 420 Financial History (3 Credits)**

A study of the evolution of financing arrangements, financial risk, current institutions, government policies, and the forces driving booms, busts, and financial panics. The course begins with an eclectic survey of the financial record, highlighting relevant financial theory as well as history. The final part of the course highlights the role of history in helping to shape current debates on the appropriate policy responses to macro-financial problems.

*College Curriculum:* C200

*Domain:* CSI

**BUAD 421 Student Managed Investment Fund (3 Credits)**

The purpose of this course is to provide portfolio management and security analysis experience through the management of the Mason School Student Managed Investment Fund (SMIF). Students select companies from an S&P stock universe, do research on their business model and competitive environment, make forecasts of future financial performance and perform valuation analyses, write an investment report and present orally a recommendation to their colleagues and faculty for inclusion in a real endowment portfolio of common stocks.

Prerequisite(s): BUAD 323

**BUAD 422 Applied Financial Concepts (3 Credits)**

The goal of this course is to expose the student to practices and developments within several specialized areas of the financial services sector through the case method of instruction. Key objectives are to develop the student's problem solving ability and oral and written communication skills through the quantitative and qualitative analysis of actual business situations. Active student participation in case discussion and analysis is required. This course is offered through the Distinguish program, and requires an application.

Prerequisite(s): BUAD 323 and BUAD 329

**BUAD 423 Corporate Financial Strategy (3 Credits)**

Advanced topics in the theory and practice of financial decision-making. Cases and readings are used to examine the tools and techniques of financial strategy formulation and implementation under various environmental settings.

Prerequisite(s): BUAD 323

**BUAD 424 Derivatives and Risk Management (3 Credits)**

An examination of the markets of derivative securities, valuation, trading strategies, and the applications in managing risks.

Prerequisite(s): BUAD 323 and BUAD 327

**BUAD 426 Fundamentals of Hedge Fund Management (1 Credit)**

This course is designed to give students a broad overview of the hedge fund industry and what is needed to launch a hedge fund and hedge fund manager by providing an overview of hedge fund structures, primary internal and external parties, and key regulatory, legal, and ethical considerations. This course is offered through the Distinguish program, and requires an application.

Prerequisite(s): BUAD 323

**BUAD 427 Advanced Investments (3 Credits)**

An examination of the advanced topics of equity and fixed-income investments.

Prerequisite(s): BUAD 323 and BUAD 327

**BUAD 428 Behavioral Economics and Finance (3 Credits)**

A review of prominent psychological biases and heuristics affecting individual decision-making. Applications to economics, finance, public policy, and social science.

Prerequisite(s): ECON 101 and BUAD 231

**BUAD 430 Diversity in the Workplace (3 Credits)**

This course is designed to enhance students' understanding of current issues related to diversity, equity, and inclusion in the workplace and to help them develop their distinctive voice as they cultivate an inclusion-focused professional future. The course utilizes current research, best practices, and lived experiences to demonstrate the inherent benefits of having a diverse workforce and how a diverse collection of skills and experiences equips companies to be globally competitive. Students learn to identify and leverage their unique strengths to help successfully drive diversity and inclusion initiatives in the modern world of work.

*College Curriculum:* C200

*Domain:* CSI

**BUAD 431 Management Consulting (3 Credits)**

This course examines the management consulting process and prepares students for a role as either an internal or external consultant. The course is designed to provide a framework for understanding the art and science of providing management counsel to client organizations in the public and private sectors. The course follows the process of a typical consulting engagement in identifying key project requirements, feasibility and design alternatives.

**BUAD 433 Identity, Power, and Profit: Perspectives on DEI Work (3 Credits)**

This course is specially designed to maximize William and Mary's DC-based alumni and partner networks to enhance students' understanding of current issues related to identity, power, privilege. This experiential course is offered in partnership with the William and Mary Washington Center and will provide students with a deeper understanding of micro and macro organizational issues on diversity, equity, and inclusion work. Through site visits, cultural immersions, and conversations with DEI experts across a variety of industries, students will emerge with a more nuanced understanding of the role of strategic leadership, planning, communication, and assessment of organizational DEI initiatives.

*College Curriculum:* C350

**BUAD 435 Teams: Design, Selection, and Development (3 Credits)**

This course is designed to develop the knowledge and skills to enable students to improve the performance of most teams. Working in teams has become the norm in most organizations, yet most people have many misconceptions about what makes groups effective. Groups can be exhilarating or maddening. This course will cover work in a variety of teams including: project teams, self-directed teams, research teams, consulting teams, and multinational teams. Topics include: team design, principles of selection, team performance management and rewards, managing transnational teams, and team facilitation.

Prerequisite(s): BUAD 317

**BUAD 436 Business & Society (3 Credits)**

This course explores the complex relationship between business and the wider social context in which it operates and the challenges leaders face in balancing their economic, ethical, legal, and citizenship responsibilities to their various stakeholders. In this era of 'globalization' corporations may be as large as nations in terms of economic and social impact. Topics Include: corporate social responsibility, and citizenship, ecological and natural resource concerns, business-government relations, technological change, public relations, and corporate governance.

**BUAD 437 Change Management and Organizational Transformation (3 Credits)**

The course will focus on effective process design, change management, and transforming the organization through changes in process, people, and technology. Topics will include stakeholder analysis, goal/strategy alignment, generating buy-in, effectively informing processes, performance measurement and incentives.

Prerequisite(s): BUAD 317 (may be taken concurrently)

**BUAD 438 Leadership (3 Credits)**

This field-based course is designed to develop the ability to work with and through others in order to make effective contributions as a member of an organization. The course emphasizes developing a leadership orientation, understanding critical leadership issues and developing appropriate leadership skills.

Prerequisite(s): BUAD 317

**BUAD 440 Intl Business Management (3 Credits)**

Will expose undergraduate business students to the fundamental principles applicable to managing in the global business environment. This course is structured as a seminar and will go beyond what is found in a traditional survey course of international business in both content and approach. We will cover topics such as the nature of international markets, global trade, investment and financial exchange, and the operation of international business functions, with a strong emphasis on the strategy and structure of global business. Each student in this class should already have significant international experience, such as completing a semester abroad. We will regularly draw upon these experiences and insights to further explore the issues of global business.

Prerequisite(s): BUAD 203 and BUAD 311 and BUAD 362

**BUAD 441 Financing Entrepreneurial Ventures (3 Credits)**

This course provides real-world, on-the-ground learning about how entrepreneurial ventures are financed, with a particular focus on Venture Capital & Private Equity sources of funding. Topic areas include understanding what sources of capital are available to entrepreneurial ventures, deciding how much to raise and from what sources to raise, selecting potential investors and board members, preparing ventures for profitable exits, and learning how to "craft a deal" by creating term sheets, investment pitches, and incentive plans. This course is designed for individuals with an interest in entrepreneurship, private equity/venture capital, corporate finance, and law.

Prerequisite(s): BUAD 311 or BUAD 323 or BUAD 340

**BUAD 443 Entrepreneurial Ventures (3 Credits)**

Entrepreneurial Ventures focuses on the issues, decisions, and problems faced by entrepreneurial owners and innovators who wish to create and manage new or smaller enterprises, family businesses, technology based enterprises or franchises. Students will develop the knowledge and skill sets relevant for the creation, operation and ultimate success of the venture based on enterprise.

**BUAD 444 Entrepreneurship Consulting (3 Credits)**

Students will work with real business organizations as consultants under the guidance of the Entrepreneurship Center. This opportunity will involve students in many phases of problem solving and organizational development in launching entrepreneurial ventures. Students will work in teams to address challenges requiring independent analysis and interdisciplinary thinking, while also developing analytical thinking, interpersonal, and communication skills. The course will involve field work and independent research on project (s) that extend across the fall and spring semesters, so students must enroll in both semesters. Prerequisite(s): BUAD 340 or (BUAD 311 and BUAD 323 and BUAD 350)

**BUAD 445 Product and Brand Management (3 Credits)**

Product management is a course that establishes an understanding of product development and management process from a consumer as well as a corporate perspective. With an emphasis on application, topics will cover the processes and techniques to conceive, develop, and manage products and services over their life cycle. While much of the course will focus on the development of new products, decisions relating to the effective management of a product portfolio will also be discussed.

**BUAD 446 Consumer Behavior (3 Credits)**

The consumer-firm relationship is analyzed through the application of concepts drawn from contemporary behavioral science to concrete business cases and practices. Relevant concepts from the fields of cultural anthropology, sociology and psychology are applied to problems encountered in marketing to various consumer groups.

Prerequisite(s): BUAD 311 or PSYC 201 or PSYC 202

**BUAD 447 Customer Experience Mgmt (3 Credits)**

To be competitive in today's marketplace, service organizations must provide a quality experience for their customers. Customer experience management (CEM) is the process of strategically managing a customer's entire experience with a company. Specifically, this course identifies the key dimensions on which customer perceptions of service excellence are based, and describes strategies for offering superior customer service. Students will gain a better understanding of how customers evaluate service firms; they will also have a "tool kit" of ideas, measures and techniques to help improve service excellence.

**BUAD 448 Marketing Strategy (3 Credits)**

Managerial techniques in planning and executing marketing programs. Emphasis on decision making related to marketing segmentation, product innovation and positioning, pricing and promotion. Extensive use of cases, readings and a management simulation. Prerequisite(s): BUAD 311

**BUAD 450 Global Marketing (3 Credits)**

This course includes theories of and justifications for free trade, a study of environments across international markets (including the economic environments, the cultural environments, the political/regulatory environments, and the physical/geographic environments) and the practice of marketing including global marketing management for large, small and medium sized firms. Topics include globalization, global strategies, international service marketing and marketing in the developing world. The primary objectives of this course are twofold. To introduce students to the interactive concepts of business/marketing and culture as it pertains to Global Trade & Commercial Diplomacy issues at the corporate, national and transnational levels. Additionally, to provide insights on effective business and political decision-making in unfamiliar or cross-cultural settings.

Prerequisite(s): BUAD 311

College Curriculum: C30C

**BUAD 451 Customer Insights for Innovation (3 Credits)**

Innovation success increasingly depends on maintaining customer-centricity throughout the development process. This course explores how organizations create value by placing customer needs, behaviors, and aspirations at the center of innovation decisions. Students will learn to evaluate and deploy diverse research methods, emerging technologies, and analytical tools as strategic resources for customer-centric innovation. Through experiential projects, students will develop frameworks for continuous customer engagement and apply these approaches to generate, test, and refine new product and service concepts that create meaningful customer value.

Prerequisite(s): BUAD 311 or BUAD 340

**BUAD 452 Marketing Research (3 Credits)**

Introduction to fundamentals of marketing research. Use of research information in marketing decision making. Topics include research design, interrogative techniques, data collection methods, scaling, sampling and alternative methods of data analysis. Students design and execute their own research projects.

Prerequisite(s): BUAD 311

**BUAD 453 Sustainability Inspired Innovation and Design (3 Credits)**

Many companies are embracing sustainability as the inspiration and impetus for the next wave of product and service innovation. In this course, we will explore the reasons behind this growing interest in sustainability, what sustainability means to consumers, and the opportunities it presents to companies that want to “do well while doing good”. This course will also emphasize the process and outcome of product and service innovation, from creative idea generation to concept evaluation. Specifically, students will gain significant hands-on experience with the tools and techniques of “Design Thinking” in a studio setting, with a focus on developing innovative ideas that promote the principles of sustainability.

Prerequisite(s): BUAD 311

**BUAD 456 Advertising and Digital Marketing (3 Credits)**

A study of how to use advertising and marketing communications, with special emphasis on AI and digital media, to build and sustain relationships with consumers. Development of an integrated marketing communication campaign will emphasize the presentation of products to consumers through relevant media to include digital channels. Topics will include situation analysis, target market identification, promotional tactics, analytics and evaluation.

Prerequisite(s): BUAD 311

**BUAD 457 Creative Problem-Solving (3 Credits)**

A study of the processes of creativity and innovation in complex problem-solving, informed by both business and inter-disciplinary approaches. Throughout the course, students engage in a mix of experiential, experimental, and reflective exercises designed to promote integrative and creative problem-solving, with an emphasis on the techniques, frameworks and mindsets that drive innovation in organizations.

*College Curriculum:* C200

*Domain:* ALV, CSI

**BUAD 460 Big Data Analytics with Machine Learning (3 Credits)**

This course introduces advanced analytical tools for business decision-making, including tree-based methods, support vector machines, principal component analysis, and clustering. Students will develop an understanding of both the concepts and underlying algorithms, with an emphasis on real-world applications. Through hands-on exercises using computing and AI tools, students will learn how to build, evaluate, and interpret models, and communicate insights effectively to inform managerial decisions.

Prerequisite(s): BUAD 467

**BUAD 461 Lean Six Sigma Process Improve (3 Credits)**

This course will focus on Lean Six Sigma methodologies to prepare students to contribute to process improvement initiatives within organizations. These methodologies are used to reduce defects, process variation, lead time, and inventory levels, improve responsiveness to customers, increase customer satisfaction, and improve efficiency. Lean Six Sigma methodologies include a variety of process mapping tools, quantitative and qualitative tools, and statistical techniques which are recognized best practices for quality and process improvement. Attention will be paid to how artificial intelligence tools can be leveraged to apply Lean Six Sigma methodologies. Successful completion of this course qualifies the student for a Yellow Belt certification.

Prerequisite(s): BUAD 350

**BUAD 462 Healthcare Informatics (3 Credits)**

Successful management of health delivery requires a scientific, information-driven approach. This course explores the use of information and information-based technologies to address challenges in rising costs, quality of health outcomes, and timely access to those who need healthcare. Through hands-on analysis of industry data students will diagnose issues, identify alternatives and develop a plan to deliver value-based healthcare. Topics include a comparative analysis of healthcare in other nations, digitization of health processes, health informatics exchange, accountable care organizations, and business model innovations in health sector. Students will learn about regulatory reforms in US health sector and various career opportunities in health sector.

**BUAD 463 Supply Chain Analytics (3 Credits)**

This course explores the application of data analytics techniques to solve complex supply chain management challenges. Students will develop analytical skills to optimize decision-making across the entire supply chain network.

Prerequisite(s): (BUAD 231 and BUAD 231L) or MATH 106 or MATH 351 or PSYC 301 or ECON 307 or SOCL 353 or KINE 394

**BUAD 464 Supply Chain Analytics (3 Credits)**

This course explores the application of data analytics techniques to solve complex supply chain management challenges. Students will develop analytical skills to optimize decision-making across the entire supply chain network.

Prerequisite(s): (BUAD 231 and BUAD 231L) or MATH 106 or MATH 351 or PSYC 301 or ECON 307 or SOCL 353 or KINE 394

**BUAD 465 Managing Supply Chains in a Digital Economy (3 Credits)**

This course deals primarily with the design and operation of logistics networks or supply chains, and the flow of materials and information on them. Students in this course will be exposed to both the strategic and operational aspects of managing today's complex supply chains. Specific topics include vendor-managed inventory; efficient customer response; collaborative planning, forecasting and replenishment; planning distribution and supply; managing product variety, transportation, supply chain planning, distribution and supply; managed product variety; transportation; supply chain planning software; eMarketplaces; inter- and meta-mediaries and design and optimization of supply networks. Must have Junior standing.

Prerequisite(s): BUAD 350

**BUAD 466 Developing Business Intelligence (3 Credits)**

The course focuses on the collection, representation and analysis of evidence in support of decision making and process improvement. The course will examine hard and soft measures, criteria for evaluation, and performance measurement.

Prerequisite(s): BUAD 350

**BUAD 467 Predictive Analytics (3 Credits)**

This course focuses on solving business problems with data using predictive techniques, particularly in situations where the problem statement is ambiguous. The course covers five integral elements of analysis including: 1) general problem framing, 2) framing analytics problems, 3) managing, evaluating and cleaning data, 4) methodology selection and 5) model building/reporting. This approach enables students to experience a predictive business analytics problem from start to finish with a particular emphasis on providing, receiving and implementing feedback for improvement.

Prerequisite(s): (BUAD 231 or ECON 307 or MATH 351 or KINE 394 or PSYC 301 or SOCL 353) and BUAD 330

**BUAD 468 Prescriptive Analytics (3 Credits)**

This course focuses on solving business problems using prescriptive techniques. The course covers optimization models, including linear programming, and simulation models, including Monte Carlo simulation. This course will focus on how prescriptive modeling techniques can be used to make decisions for different business applications.

Prerequisite(s): BUAD 350

**BUAD 469 Advanced Modeling Techniques (3 Credits)**

This course is designed to provide students with the skills necessary to develop advanced decision models using a variety of programming and database tools. These models apply concepts from probability theory and statistical inference across a broad range of business disciplines. Particular emphasis is placed on the development of Monte Carlo simulation models.

Prerequisite(s): (BUAD 231 or ECON 307 or KINE 394 or MATH 351 or PSYC 301 or SOCL 353) and BUAD 352

**BUAD 474 Applied Game Theory (3 Credits)**

This course introduces students to the art and science of negotiation through the study of well-documented historical negotiations, personal experience with live negotiation exercises, and the study of game theory. Students will focus on understanding the games that underlie most negotiations and developing the analytical tools and techniques required in negotiation.

**BUAD 482 Project Management (3 Credits)**

This course will focus on the concepts and tools related to the management of projects within organizations. Students will examine all phases of project management including selection, planning, scheduling, control, and termination. Topics include writing project plans, developing work breakdown structures, project scheduling, resource management, earned value analysis, and project risk management.

**BUAD 490 Independent Study (1-3 Credits)**

A course designed to accommodate independent study.

**BUAD 492 Special Topics (0-4 Credits)**

A course designed for special topics and for special opportunities to utilize the expertise of a faculty member.

**BUAD 493 Special Topics (1-3 Credits)**

This course addresses emerging issues or specialized content related to a selected global region. Topics may include economics, innovation, entrepreneurship, information technology, operations, or strategy.