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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Description</th>
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<tbody>
<tr>
<td>ACCT601</td>
<td>Financial Accounting</td>
<td>Financial accounting is an integral part of the planning, reporting and control functions of every business. It is a means to achieving insights about the firm's financial condition, operating results, cash flows and ownership and capital structure. This course covers the fundamental terminology and calculations of financial accounting and reporting, as well as the comprehension and interpretation of financial statements. Ethical aspects of accounting are included.</td>
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<tr>
<td>ACCT605</td>
<td>Managerial Accounting</td>
<td>This course is designed to give students an understanding of how cost information is used in planning, decision-making, and performance evaluation. Topics include, but are not limited to, cost allocation including Activity-Based Costing, contribution margin analysis, budgeting and performance evaluation. Ethical aspects of managerial accounting are included.</td>
</tr>
<tr>
<td>ACCT701</td>
<td>Intermediate Accounting I</td>
<td>The first in a three-course sequence in the study of the theory and practice of accounting as it relates to the external reporting requirements of profit-oriented businesses. The course will emphasize understanding the underlying theory of current Financial Accounting Standards Board rules and their application in practice situations. Topics, such as the major financial statements, valuation of most assets, current liabilities, and revenue recognition will be discussed.</td>
</tr>
<tr>
<td>ACCT702</td>
<td>Intermediate Accounting II</td>
<td>This course follows ACCT701 and continues the study of generally accepted accounting principles. The emphasis is on non-current assets, liabilities and owners’ equity. Specialized accounting topics such as present value, earnings per share, pensions, leases, accounting changes and income tax accounting are covered.</td>
</tr>
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Course Descriptions

Prerequisite: Standard core courses and ACCT701

**ACCT705 Financial Statement Analysis**
The purpose of this course is to develop students' ability to interpret and understand financial statements of publicly held firms prepared according to generally accepted accounting principles. This course builds on knowledge of the structure and content of financial statements necessary to enable students to begin financial analysis. It is designed for students who wish to analyze financial accounting information for professional or personal purposes.

Prereq: ACCT601, ACCT605 (may be concurrent registration) and FINC600 (may be concurrent registration)
or permission of instructor.

**ACCT710 Business Taxation**
The focus of this course is a study of the principles of business taxation. The course covers the federal tax law as it applies to the formation, operation and distributions from C corporations, partnerships, S corporations and sole proprietorships. The principles of individual income tax are introduced to assist in understanding the impact of taxes on business entities. Additional tax topics covered include tax computations, tax credits, cost recovery, property transactions, capital gains and losses, rental income, passive activity losses, alternative minimum tax and tax administration. The concepts of tax planning and on-line tax research involving federal tax issues are integrated throughout the course.

Prerequisite: Standard core courses including ACCT601

**ACCT717 Auditing**
This course addresses the independent auditor's role and function. Topics include auditing standards, risk assessment, internal control, transaction cycles, evidence, procedures and reports. Ethical considerations and the legal responsibilities of auditors are also discussed.

Prerequisite: Standard core courses and ACCT702

**ACCT720 Cost Accounting**
This course is a study of cost accounting, cost behavior, cost accumulation and cost measurement, including their...
impact on managerial decision-making. Topics include
operations planning and budgeting; standard, variable and
fixed costs; overhead analysis; cost-volume-profit
relationships; capital budgeting; purchasing and inventory
control; job order and process costing; responsibility
accounting; productivity; and quality measurement.

Prerequisite: Standard core courses and ACCT605

ACCT730 Advanced Accounting
This course explores the accounting issues and practices
involved in business combinations, consolidations,
partnerships, foreign operations, government and
not-for-profit accounting. Official accounting
pronouncements are discussed, as well as the related
conceptual framework and theoretical issues.

Prerequisite: Standard core courses and ACCT702

BCOM553 Interpersonal Comm
Explores the nature of person to person communication in
the workplace, including the study of self-concept, verbal
and nonverbal behaviors, dyadic rules, relationship
patterns, conflict assessment and management
techniques. Course activities develop interpersonal skills.

BCOM620 The Creative Process
Explores the literature of creativity, the study of creative
persons and their contributions to society, and the process
by which creative ideas are produced and communicated.
Active participation in strategies for actualizing the
creative potential of individuals and groups is an essential
part of the course.

BCOM622 Communication Technology
This course focuses on aligning organizational and
communications strategies with current and emerging
communications technologies, including first generation
internet applications such as email, chat, and web sites,
along with the suite of Web 2.0 (i.e. "social media") tools.
Learning opportunities include lectures, readings, case
studies, projects and guest speakers.

BCOM635 Persuasion
This course provides a selected survey of theory and
research on social influence and persuasion, drawing
Course Descriptions

primarily from work in the social sciences. It is designed
to build a conceptual foundation for students to develop
their own skills and techniques for increasing message
persuasiveness, instigating behavioral and attitude change,
and protecting oneself from unwanted persuasion. Topics
covered have broad applicability both within and outside
business contexts but relate particularly to issues in
marketing, sales, and management. Class will utilize a
variety of approaches including lecture, case analysis,
and both instructor- and student-led discussion.

**BCOM641 Organizational Communication**
Analyze communicative dimensions of organizations,
including formal and informal communication systems, the
development and effect of culture, the process of change,
and the methods for diagnosing problems and assessing
communication effectiveness.

**BCOM661 Public Relations Practice**
Considers public relations principles and practice in the
business world. Describes how employee, investor, community, government and organizational public relations
practices differ from each other, yet are used together to communicate a consistent organizational message.
Case histories focus on public relations programs and how research, planning, communication and measurement are applied.

**BCOM714 Topics Bus Communication**

**BCOM725 Corp Communication Mgmt**
Focuses on the overall communication function in a large organization. This course is presented from the perspective of a director of communication and emphasizes the integration of corporate communication objectives, plans and activities.

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Prerequisite: Recommended BCOM661 or equivalent experience before enrolling in this course.

**BCOM726 Mgmt Priorities & Comm**
Examines the role of communication from the top management perspective. Explores the CEO's primary concerns, responsibilities, information needs, language and decision-making processes. By developing an integrative

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top-down view of organizations and emphasizing organizational strategy and goals, this course will help the communicator sense and respond to top management’s concerns with effective communication strategies.

### BETH701 Ethical Ldrshp & Corporate Act

Registration is restricted to Full - time MBA students only

This course provides an overview of a wide array of business situations at the individual, organizational and societal levels with a focus on the ethical aspects of those situations and a review of the legal aspects of those situations. The course reviews and applies moral philosophy, important legal principles and human decision-making psychology for analyzing the ethical issues in business organizations. It also examines the challenge of ethical leadership and how an organization can be structured and developed to encourage employees at all levels to think and act ethically in a global environment. The lab involves introducing students to local organizations engaged in efforts to revitalize the business community. This is designed to help them enhance and appreciate the relationship between business and the larger society.

### BETH702 Ethics Laboratory

Registration is restricted to Full - time MBA students only

See description for BETH 701

### BETH706 Great Books Seminar

Unique in the nation, this elective course uses selected writings of great classic and contemporary thinkers as the starting point for an intensive, focused discussion with peers. You'll discuss the enduring ideas and ideals of world civilization, the problems and opportunities of today and the issues to be faced in the years ahead. In a sense, the readings function as case studies in leadership and leadership values. Readings are arranged around such universal human concerns as justice, freedom, economic equity, community, leadership and democracy. Discussion and debate are spirited as students get to know one another in a retreat-like environment during this six-day (1pm Sunday-5pm Friday) residential seminar at the UST Gainey Center in Owatonna, MN. A mandatory orientation class (in May for summer term and in November for J-term) and required closure session (in
Course Descriptions

Sept for summer term and in February for J-term) will be held on the Minneapolis campus.
For more information and specific dates, times, and fees, visit the OCB Ethics website at:
http://www.stthomas.edu/business/about/ethics/
and click on the Great Books Seminar link.

Prerequisite: Standard core courses

BLAW710 Communication Law
Surveys US and international legal issues of importance to internal and external communications professionals within businesses. Topics include a survey of copyright law, trademark law, trade secret law, privacy law, right of publicity, First Amendment and commercial speech, legal issues impacting internal and external networks, and the regulation of advertising. The course will discuss application of these issues in a business environment and explore enforcement of rights through private action, agency proceedings and industry self-regulation.

Fullfills MBC core requirement.

BLAW730 Legal Issues in Real Estate
This course is part of the MS Degree in Real Estate. Enrollment is also open to UST MBA students. MBA Students must be eligible to enroll in elective coursework in order to enroll in this course and must contact the MS Degree in Real Estate office or their academic advisor to register.

Prerequisite: None
This course provide you with a comprehensive understanding of the legal issues affecting the valuation of property and your liability, as an appraisal professional, for your reports and values. You will learn about the issues, legal precedents and ethical obligations bearing on professional liability. You will also gain an understanding of the political and social environment in which you operate. Topics include ethics, professional liability, environmental issues, leases, bankruptcy and receivership, condemnation, construction contracts, zoning and planning, taxation, expert testimony, and the Americans with Disabilities Act.
### Course Descriptions

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<tr>
<td>ENTR702</td>
<td>New Venture Finance</td>
<td>Focuses on developing financial strategies for various types of businesses including issues related to debt vs. equity financing, sources of financing, advanced financial projections, managing cash flow gap, determining business valuation, and using equity in partner and employee compensation. Students make a financing presentation and negotiate financing with lender or investor. <strong>Prerequisite:</strong> Standard core courses</td>
</tr>
<tr>
<td>ENTR703</td>
<td>New Venture Marketing</td>
<td>Introduces students to the requirements of an action centered marketing plan that identifies and evaluates market potential, niche viability and distribution channels. The course focuses on early stages of start-up, emphasizing guerilla marketing and bootstrapping techniques. Case analyses and visitors from industry add real-world experience. Requirements include preparation of a market-entry strategy for existing or potential new venture. <strong>Prerequisite:</strong> Standard core courses</td>
</tr>
<tr>
<td>ENTR704</td>
<td>Launching New Ventures</td>
<td>Focuses on launching new ventures capable of sustained growth over-time. Emphasizes the development of marketing, operating, and financing strategies used to guide early stages of start-up; or management of small and medium sized businesses. Subject matter is organized around the components of an effective business plan. <strong>Prerequisite:</strong> Standard core courses and ENTR650</td>
</tr>
<tr>
<td>ENTR705</td>
<td>Family Business Mgmt</td>
<td>The course explores the challenges and opportunities facing individuals and families involved in business relationships. Topics include family business dynamics, entrepreneurial influences, handling conflict, career planning, succession, strategic planning and survival skills as a son or daughter. The course uses lecture, discussion, case studies and frequent guest speakers. <strong>Prerequisite:</strong> Family Business Mgmt</td>
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major assignments involve the development of individual
projects related to the organization, participation and
succession issues in your family business. You must be
involved in a family business relationship and are strongly
couraged to bring your parents or other significant
family members to audit the course.

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**Prerequisite:** Standard core courses

**ENTR707 Innovation and Corp Entrp**

Designed for entrepreneurs, managers, and consultants
interested in creating and reinforcing entrepreneurial
responses within established organizations.

Course examines how managers affect the nature and rate of
innovation through organizational culture, structure,
communication, reward and control systems. Emphasis placed
on how individuals initiate, launch and manage ventures
within corporate settings. Course integrates theory and
practice through the use of readings, discussions, cases,
field work and projects.

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**Prerequisite:** Standard core courses

**ENTR714 Topics**

These courses will address various issues in the study and
practice of Entrepreneurship. The nature and focus of the
topics will vary based on current developments in the field
and offerings by the Entrepreneurship faculty.

For specific course description please go to BLACKBOARD
Student Services under Highlighted Courses.

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**Prerequisite:** Standard core courses

**ENTR790 Managing a Growing Business**

Focuses on the tools and processes needed to transition a
company or business unit from a small start-up to a large,
professionally managed organization. Topics include
identifying the barriers to growth, management strategies
for each stage of organizational growth, and linking
strategy to financial and operational plans. A major
requirement of the course is a growth management project.

Prerequisite: Standard core courses

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**FINC600 Financial Management**
Course Descriptions

This course will focus on the financial management of
business. It will cover the following subject matter: risk,
return, evaluation, cost of capital, capital budgeting,
long-term financing, capital structure theory, financial
analysis and planning, and working capital management. The
international aspect of financial management will be
covered as it applies to the subject matter outlined above.
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Prerequisite: OPMT600, ACCT601, GBEC600

FINC701 Corporate Finance
This course builds on the concepts learned in "Financial
Management" and their application to financial strategies
that create shareholders' wealth. It explores in depth the
relationships of cost of capital, optimal capital structure,
cash flows and residual income concepts in the valuation of
firms. Related topics include corporate governance, mergers
and acquisitions, leveraged buyouts, spin-offs,
off-balance-sheet entities, dividend policy, stock
repurchases, agency issues in corporate control and
managerial incentive systems, use of derivatives as
financial tools, and applications of option pricing theory
to corporate valuation.
--
Prerequisite: Standard core courses and FINC600

FINC713 Investments
This course is designed to blend theory and practice
regarding the capital markets and investment instruments.
The purpose is to evaluate the operation of financial
markets, provide background on portfolio theory
and efficient markets, and develop a practical approach to
the valuation process for equities and fixed income. The
course presupposes a basic knowledge of corporate finance,
statistics, economics and accounting.
--
Prerequisite: Standard core courses and FINC600

FINC714 TOPICS In Finance
This course will offer a different topic each time it is
offered. For more information on a particular term, please
see the "Highlighted Course Information."
You can find "Highlighted Courses" in BLACKBOARD
under Student Services.
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Prerequisite: Standard core courses and FINC600

**FINC716 Futures and Options**

This course teaches you how investment and corporate managers use the option and futures markets for speculative and hedging purposes. Explore the institutional and market environment in which investment managers operate. The course will lay the conceptual foundation for solving investment hedging and arbitrage problems.

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Prerequisite: Standard core courses and FINC600

**FINC717 Invest Fund Mgmt - Aristotle**

Students must apply and be accepted to register. This class focuses on practical, hands-on investment management. The course provides students with practical experience in individual stock valuation and portfolio management. Student managers are required to commit twelve months to the management of the fund from September through August. The class meets weekly but the students are expected to maintain contact more frequently through phone and email correspondence. The student managers have access to a trading room on campus where they can meet to do research and discuss strategy. The student managers are responsible for all the day-to-day administrative duties necessary to manage the fund, ex. trading, presentation materials and performance reporting. The time commitment for the course is substantial as the students are managing real money for the University.

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Prerequisite: standard core courses and FINC600 plus students are strongly advised to take FINC713 during the summer prior to enrollment in this class. If not, FINC713 must be taken concurrently with FINC717.

**FINC722 Financial Institutions Mgmt.**

With a financial management perspective on current issues in banking, the course explores how changes in the economic and regulatory environment affect both banks and other financial institutions with which they compete. The course will discuss asset/liability management, investments and lending practices of financial institutions, and their implications on profitability, risk and the stability of the

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Course Descriptions

financial system with an emphasis on commercial banks. The course will also examine several types of risks financial institutions face and the methods through which these risks are measured and managed. The course is based on text, lectures, video presentations, case studies, and assignments involving quantitative and analytical skills.
Prerequisite: standard core course and FINC 600

**FINC731 Multinational Busn Finance**
This course builds on the basic concepts and finance theory studied in FINC600. Students will explore international finance theory and markets, exchange rate behavior and political risk, with particular application to financial management of a multinational firm.
Topics include balance of payments and national goals; analysis of direct foreign investments; multinational working capital management; financial risk management in areas such as the hedging of exchange rate risk; the international cost of capital; multinational capital budgeting; import and export financing; and transfer payments.
--
Prerequisite: Standard core courses and FINC600

**FINC751 Managing Business Risk**
Students will be exposed to the theoretical, conceptual, and application of identifying risk, assessing risk and mitigating/hedging risk.
--
Prerequisite: Standard core courses and FINC600

**FINC752 Global Financial Services**
This course is designed to blend theory and practice regarding the structure and markets of global financial services. Expert presenters in each location will present topics such as investment banking, commercial banking, investment theory and practice, institutional wealth management, insurance, risk management, real estate and other real assets, custodial and transaction processing, political risk, social environment, regional economics, and currency and monetary policy. The lead faculty will coordinate the analysis, synthesis, and evaluation of the course content by the students. Emphasis on the global

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market will provide students with a broad perspective of the global economy and its interrelationships. Location varies.

**FINC755 Global Finance Issues & Policy**
This course critically examines the current finance and economic crises and issues faced by specific countries and the global financial system as a whole with a view to understand the causes, consequences, and implications of such issues and formulate appropriate policies to deal with, prevent, or mitigate such issues. The specific topics of this course may vary from year to year depending on the current global financial crises and issues, but will not duplicate existing courses.
Prerequisite: FINC 600

**GBEC600 Econ of Org and Management**
Economic concepts offer a foundation for understanding managerial decision making within an organizational context and the interactions of organizations in the marketplace. A broad range of topics and concepts will be integrated into lectures, discussions, and case analyses. Topics include: the theory of the firm, including principal-agent issues and incentive contracts; market (demand and supply) analysis, competitive dynamics and strategy implications, internal and external labor markets, decision making in risk-related environments, and government policies affecting management decisions. The emphasis on the U.S. and on market-based economies will be considered in a global context. Prerequisite: DSCI600 or OPMT 600

**GBEC700 Economics of Strategy**
This course builds upon the basic competitive analysis and strategy skills introduced in ECON600. Students will employ theoretical concepts and statistical analyses to conduct an effective analysis of a market or industry and to formulate a suitable competitive strategy. Emphasis is on team analysis of case applications as well as the student's own industry and firm. Especially useful for students with strategic responsibilities or those considering a career in management consulting.
Prerequisite: Standard core courses including GBEC600
## Course Descriptions

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<tr>
<td>MGMT600</td>
<td>Mgmt of Org Behavior</td>
<td>All organizations are impacted by how people behave in those organizations. A key role of a manager is to guide that behavior to successfully accomplish organizational goals. Organization Theory and Behavior is about this aspect of business. The class objectives are for you to (a) gain an understanding of the various theoretical views of behavior in organizations and (b) be able to use these theories to systematically analyze organizational situations and generate appropriate action plans. The course is designed to facilitate the incorporation of your experience and personal values about behavior in organizations in the development of these plans.</td>
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<tr>
<td>Prerequisite: None</td>
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<td>MGMT603</td>
<td>Leadership</td>
<td>This course will examine the general nature of leadership styles and practices; trends in leadership in American business; and personal leadership values of participating students. Leading will be distinguished from managing through a study of current literature on the subject and through a focus on the roles of defined business and community leaders. The course will be conducted in seminar fashion, where students will be expected to actively participate in the presentation and discussion of materials.</td>
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<tr>
<td>Prerequisite: Standard core courses</td>
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<td>MGMT610</td>
<td>Human Resource Management</td>
<td>The purpose of this course is to help managers, and those hoping to become managers, use human resource practices and theories to build effective workplaces. To do this, the course covers human capital management, global HR, diversity and equal employment, employment law, staffing, talent management, compensation and benefits, and labor relations.</td>
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<td>Prerequisite: Standard core courses</td>
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<td>MGMT623</td>
<td>Project Management</td>
<td>The field of project management is young and constantly changing. Companies seek to reduce development cycles while increasing the technological complexity of their products. Corporate downsizing has increased the average workload and</td>
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Course Descriptions

reduced the resources available for project development. Sound familiar? This course will discuss the fundamental basis for scheduling and project scope difficulties, and provide tools for creating practical solutions. We will become more aware of why we encounter similar pitfalls with each new project. Discover that you are not alone in encountering a chaotic project life-cycle, the complexity people bring, and the reasons why our organizations are continuing to become more chaotic. This course will examine the new phase development of project management. We will use numerous disciplines to create a more dynamic and flexible project management methodology. These disciplines include Industrial Behavior, Psychology, Human Behavior, Chaos and Complexity, Organizational Behavior, and Systems Theory to name a few. As project managers, we face impossible schedules, unrealistic specifications, and limited budgets. As leaders we face personnel issues, motivation requirements and organizational issues. This course will provide insight and practical examples of the areas of knowledge needed to practice effective project management in today's dynamic work environment.

Prerequisite: Standard core courses

**MGMT630 Overview of Health Care Sys**
This course provides students with an accurate understanding of the various components of the health care system - providers, consumers, payers, third-parties - and how they interrelate. Students will learn about issues, motivations and incentives that influence all parts of the system. They will also gain an understanding of the political and social environment in which they operate.

**MGMT660 Leader Development Lab I**
Registration is restricted to Full - time MBA students only. Leadership involves more than just obtaining technical knowledge and skills. It also involves managing yourself and your career, as well as knowing your strengths and values and knowing how to apply them to managing and leading in organizations. The first lab in this series reviews the emerging literature on emotional intelligence and self-management: students will do activities in which they discover and articulate their own uniqueness as a
Course Descriptions

**MGMT662 Leader Development Lab III**
Registration is restricted to Full-time MBA students only
See description for MBMG 660

**MGMT663 Applied Communication Lab I**
Registration is restricted to Full-time MBA students only
In this series of labs, students will learn to effectively communicate in a business and organizational setting. Topics include business writing, oral communications, electronic communications including e-mail and the Web, and business presentation skills. Ethical and international aspects of communications are discussed. Each lab will be attached to a core course and all presentations and major papers in that course will be used to demonstrate and practice these communications skills. The content of such papers and presentations will be graded by the respective course instructor. However, the communications aspect of these papers and presentations will be graded separately by the communications instructor and included in the grade for the communication lab.

**MGMT664 Applied Communication Lab II**
Registration is restricted to Full-time MBA students only
See description for MGMT663.

**MGMT665 Applied Comm Lab III**
Registration is restricted to Full-time MBA students only
See description for MGMT 663.

**MGMT702 OD & Change Mgmt**
Change in organizations has become pervasive. This course will examine how change occurs in organizations so students can better understand the process and develop a framework for understanding and managing change more effectively. The course will look at major world and societal changes that contribute to the amount and pace of change in business.

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Organizations, review the major theories that try to explain change, and explore diagnostic tools and actions needed for facilitation and implementation of change. Students will also be challenged to become more successful managers by recognizing their personal capacities to direct and experience organizational change while dealing with competing demands on their energy, time and attention.

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**Prerequisite:** Standard core courses

### MGMT714 Topics

These courses will address various issues in the study and practice of management. The nature and focus of the topics will vary based on current developments in the field and the offerings by the management faculty. Course design and requirements will depend on the course topic. For a specific Course Description please go to BLACKBOARD Student Services under Highlighted Courses.

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**Prerequisite:** Standard core courses

### MGMT751 Enterprise Risk Management

The present economic crisis, along with a range of other looming challenges (climate change, unrest in the Middle East, health and food security concerns, changing consumer preferences and social mobility), have presented global organizations with the most daunting array of risks in at least 60 years. Broadly, this situation presents organizations with the challenge of developing more comprehensive approaches to the management of risk--what has come to be called Enterprise Risk Management (ERM). Key to the ERM concept is the view that all managers are expected to act as risk managers within the scope of their duties. Thus, the study of risk management is no longer just for those interested in technical specializations such as finance, audit, or safety/security risk; it is an important topic for all business students. Key subjects of investigation in MGMT 751 will include: 1. The specific challenge of engaging Boards and Executive Management in order to get risk management onto their agendas. 2. The difficulties in translating risk policy into risk management systems and structures. 3. The particular processes necessary to knit together the existing technical specialist...
Course Descriptions

infrastructure. 4. The development of sufficient risk management competence among the entire organization (and especially non-risk management specialists). 5. The problems of communicating relevant risk information to external stakeholders.

Prerequisite: Standard core courses

**MGMT753 Risk Leadership in a Global Context**
The structure of MGMT753 is a seminar format. Under the guidance of the instructor, students will be exposed to a wide range of theoretical, conceptual, and practitioner-oriented reading materials related to the subject of the insurance industry. Topics of specific concern will vary, but likely will include the internationalization of the economy, the movement toward a financial services industry, the impact of technology, and the emergence of alternative risk financing markets. The seminar enlists industry leaders, who participate in selected sessions and provide expert input on the questions at hand.

Prerequisite: Standard core courses and FINC600

**Study Abroad**

**MGMT805 International Business**
Companies today face an increasing variety of choices about where to locate different value-creating activities. This course explores the opportunities and challenges associated with conducting business in a global context. The goal of this course is to provide the foundations for understanding the external global environment facing a multinational enterprise (MNE), and the internal challenges of managing an MNE. Specifically, this course examines the following topics: the forces behind globalization, the different cultural, political, legal and economic environments in which global businesses operate, the tradeoffs between global and local strategies, the alternatives available for coordinating activity in an MNE, and the unique challenges involved with managing people in a globally dispersed organization.

Prerequisite: Standard core courses

**MGMT806 MGMT Executive Perspective**
Chief executive officers and senior managers from large,
medium and small organizations will discuss their goals and strategies as they apply to the management of their businesses. Students will have an opportunity to relate the management philosophies and techniques developed in the MBA program to those presented by CEOs. Candor, depth and free exchange among the students and CEOs will be the discussion format. Topics include: issues current to CEO’s industry and to business; management style; personnel selection and staff motivation; career goals and personal objectives; dealing with stress; a satisfying personal life and is it compatible with a successful business career.

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Prerequisite: Standard core courses

**MGMT808 Negotiation Skills Management**
This course explores the major concepts of negotiation inherent in any business or personal situation. The focus will be on interpersonal and inter-group conflict and its resolution. Through the analysis of bargaining and conflict situations, students will be able to learn their own individual "negotiating styles." Some of the major elements of the course include distributive (win-lose) negotiations, integrative (win-win) negotiations, the use of power in negotiations and negotiation ethics. Negotiation cases will be used extensively in the course to allow students to improve their negotiation skills through "hands on" scenarios. Beginning with relatively simple one-on-one negotiations, the course will progress to complex, multi-party negotiations where class members will assume different roles.

If a prospective student knows that she/he will be unable to attend two or more classes on any scheduled Saturday, they should not register for this course. This requirement is necessary due to the multiple mock negotiations, two of which will be graded, which are difficult to reschedule outside of the normal class hours.

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Prerequisite: Standard core courses

**MGMT862 Program Design Eval Nonprofit**
Nonprofit program design is the precursor of effective implementation that ultimately creates positive and lasting changes in people’s lives. This course will consider the
Course Descriptions

theory, design, development, implementation and evaluation of nonprofit programs and their effectiveness within their supporting social sector organization. The course is appropriate for anyone working (or wanting to work) in a setting where there is a "double bottom line" of providing both social good and fiscal responsibility. Investigation of the logic model, performance evaluation and management tools will provide a solid base for any nonprofit program development activities or fund seeking.

Prerequisite: Standard core courses

MKTG600 Marketing Management

This course offers a managerial approach to the study of strategic market decision making. It will examine the basic principles of marketing and their use in developing an optimum marketing mix. It will cover such topics as market planning; segmentation and target marketing; channels of distribution; consumer behavior; competitive analysis; pricing, demand analysis and forecasting; promotion, sales management; and product decisions. The course is designed to build a conceptual foundation for understanding and analyzing marketing situations. You will learn a managerial approach to applying marketing principles to practical marketing situations. This course provides a foundation for further education in marketing.

Prerequisite: None

MKTG650 Marketing Research

This course will provide an overview of the marketing research process and how it supports the marketing function. It will emphasize practical issues related to determining and selecting secondary data sources; conducting exploratory research including focus group interviews; studying and using sample methods; constructing data collection questionnaires; and methods of data analysis. Topics include survey; observational and experimental techniques; questionnaire design; methods of selecting respondents; basic data analysis; and measuring market potential.

Prerequisite: Standard core courses and MKTG600

MKTG707 Retail Management

This course provides a strategic and managerial perspective Inspired by Catholic intellectual tradition, the Opus College of Business develops effective, principled business leaders who think globally, act ethically and create enduring value for society.
## Course Descriptions

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<td>of the unique aspects of retailing from a marketing perspective. Topics include: retail strategy formulation; ownership types; site/location/real estate decisions; merchandising; interior design; operations; service; control; non-store retailing and international.</td>
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<tr>
<td><strong>Prerequisite:</strong> Standard core courses including MKTG600</td>
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<tr>
<td><strong>MKTG710 Consumer Behavior</strong></td>
<td>This course examines both consumer and business-to-business buying behavior. The course emphasizes the managerial implications and marketing opportunities which result from a comprehensive and systematic understanding of the decision making process. In effect, the course is an overview of applied psychology, where you are given the opportunity to develop a working understanding of both the antecedents and resulting behavioral consequences of marketing exchange.</td>
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<tr>
<td><strong>Prerequisite:</strong> Standard core courses including MKTG600</td>
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<tr>
<td><strong>MKTG714 Special Topics Seminars</strong></td>
<td>These courses will address various issues in the study and practice of Marketing. The nature and focus of the topics will vary based on current developments in the field and the offerings by the Marketing faculty. For specific course descriptions please go to BLACKBOARD Student Services under Highlighted Courses.</td>
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<tr>
<td><strong>Prerequisite:</strong> Standard core courses including MKTG600</td>
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<tr>
<td><strong>MKTG716 Business to Business Marketing</strong></td>
<td>This course provides a forum to explore the purpose and role of marketing and marketing management within the commercial and industrial business environments. Industrial markets have certain characteristics that contrast sharply with consumer markets. The course is designed to provide you with hands-on experience in market analysis, planning, measurement systems, decision-making and program implementation. Lectures, case studies and application exercises will be used. A major project may be required in which you develop and present a marketing plan for an area business.</td>
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<tr>
<td>MKTG720</td>
<td>New Products Management</td>
<td>Standard core courses including MKTG600</td>
<td>In this course you will develop an understanding of how to build successful new product success by mastering the key marketing principles that often distinguish winners from losers. The new product development process will be presented through a series of lectures and case studies focused on this process. The course may also require concept development and presentation for a local corporation seeking new product ideas.</td>
</tr>
<tr>
<td>MKTG725</td>
<td>Brand Management</td>
<td>Standard core courses including MKTG600</td>
<td>This course expands upon basic marketing theory, focusing on strategic planning and decision making as it applies to the product/brand manager. It affords you a practical, structured approach to developing product/brand management skills and emphasizes learning through hands-on application of the concepts covered in the course. Develop your skills in the formulation, execution and evaluation of the effectiveness of product/brand strategies and tactics. The course utilizes extensive case studies, applied exercises and, in some sections, a product management computer simulation to develop and increase your understanding of the role of the product/brand manager.</td>
</tr>
<tr>
<td>MKTG740</td>
<td>Pricing Strategy</td>
<td>Standard core courses including MKTG600</td>
<td>This course is designed to help you manage the risks and reap the rewards of smart pricing decisions. Pricing theory and principles and the strategic implications of pricing are presented in an application-based environment. In this course, you will learn how to: evaluate your market's price sensitivity for each segment; select strategies given your competition and product life cycle; establish competitive advantages that protect your price position; select and test prices for new products before you go to market; determine how to price services; analyze the relevant costs for a price decision; evaluate pricing ramifications of multiple distribution channels.</td>
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Course Descriptions

and case studies will be included in the course structure.

Prerequisite: Standard core courses including MKTG600

**MKTG760 Customer Relationship Marketing**
Marketing practitioners agree that the most successful companies in the future will be those that develop the most effective targeting strategies. This will require sophisticated databases focused on individual customer needs. This course provides conceptual, analytical and applied knowledge skills you need to shift from traditional product- and brand-driven mass marketing practices to more individualized, customer driven marketing. Points of emphasis, delivered through a combination of contemporary readings, lectures and application assignments, include: a planning process designed for developing customer information systems; database development and implementation to serve new product development, supply chain and promotion-based needs.

Prerequisite: Standard core courses including MKTG600

**MKTG775 Interactive Marketing**
This course examines the concepts, strategies, and applications involved in interactive marketing. Interactive marketing is characterized by activities that address customers directly for the purposes of initiating an exchange as well as developing, managing, and exploiting a customer relationship. Interactive marketing encompasses aspects of direct mail, database marketing, customer relationship management, and internet marketing.
Prerequisite: MKTG 600

**MKTG780 Integrated Mktg Communication**
This course provides a broad overview of the role of marketing communications processes.
The wide range of communications activities used in selling/promoting products and services are discussed. Specific topics include advertising, public relations, sales promotions, direct marketing, and the strategies that drive them. A combination of readings, cases and application exercises will be used to develop a strategic perspective and an understanding of

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<td>MKTG785</td>
<td>Sales Management</td>
<td>The contemporary role and future challenges of sales management are explored within this course. Topics include: sales force design and deployment (setting objectives, formulating strategy, structure, size and compensation issues); how to competently manage salespeople (recruiting, and sales performance evaluation); and an overview of methods to improve sales effectiveness (training, coaching and relationship building skills). The course will emphasize the role of the sales manager in developing and implementing profitable marketing programs.</td>
</tr>
<tr>
<td>MKTG790</td>
<td>International Marketing</td>
<td>Managers around the world are looking at questions of when and how to conduct business outside of their home market. Is international growth an imperative for a firm or a costly diversion? How attractive is a market? Which market should a company approach first and how? What are the decisions your company’s overseas competitors are asking about entering your market - and how will you respond? Building on cases, lectures, guest speakers and interactive activities we will explore these and related questions.</td>
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<tr>
<td>OPMT600</td>
<td>Stat.Methods for Dec. Making</td>
<td>This course provides students with a basic understanding of the role of statistics in the gathering of data, the creation of information and its use in decision-making. Students will learn methods for summarizing data, both numerically and graphically, and for drawing conclusions from sample data. Statistical analyses will be carried out using the computer and statistical software. The focus of the course is on how statistical methods can be placed on the design of statistical studies, collection of data, and the interpretation of results (rather than the details of computation).</td>
</tr>
<tr>
<td>OPMT610</td>
<td>Operations Management</td>
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This course regards the student as a consumer of operations management results rather than a producer of the results. The operations function is examined from the general manager's perspective. The role of the operations function in goods-producing companies as well as in service organizations is examined. The course discusses the decision for which the operations manager is accountable. How those decisions are made and the various tools and methods used to make the decisions also will be addressed. You should not expect to become proficient in using these tools; rather you should expect to understand why the tool is appropriate to the decision.

Prerequisite: OPMT 600

**OPMT620 Service Operations**

Service-providing organizations differ from product producing organizations in a number of important ways. Further, there are very few pure service or pure product producing organizations. Most are some combination of service and product. This course will examine the differences and the similarities. The course examines the role of the operations function, the decisions for which the operations manager is accountable, and the various tools and methods used for decision making. Special emphasis will be placed on how the tools must, or may, be adapted for pure service or combination organizations.

Prerequisites: Standard core courses and OPMT 610

**OPMT630 Quality Mgmt and Six Sigma**

This course provides an introduction to the principles and practices of quality management. This course covers basic tools and techniques of quality, but will focus on the managerial application of those tools and techniques. Modern approaches to quality management such as the Baldrige criteria, ISO certification, and Six-Sigma programs will be included, as well as the philosophies of quality pioneers such as Deming and Juran.

Prerequisite: Standard core courses and OPMT 610

**OPMT635 Proc Analys Lean and Agile Org**

The primary objective of this course is to learn and apply the concepts and techniques of business process analysis and improvement. Students will learn how to analyze and improve...
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<tr>
<td>OPMT650</td>
<td>Principles of Info Tech Mgmt</td>
<td>This course is intended to provide a comprehensive overview of the emerging digital firm. Global business opportunities afforded by electronic commerce combined with the exponential change in technology have fueled the creation of a digital firm. Every aspect of the traditional firm has, or will, be transformed to create the digital firm. Managing information systems has become a task for all levels of management.</td>
<td>Standard core courses</td>
</tr>
<tr>
<td>OPMT750</td>
<td>Supply Chain Management</td>
<td>This course will identify the key principles and current practices in the logistics management of products and services to consumers, institutions and industry. Theoretical, analytical and application models will be presented and discussed as tools in developing supply chain strategies that offer appropriate service levels with optimal efficiency. Contemporary readings, guest speakers, case studies and simulation activities may be included in the course structure.</td>
<td>Standard core courses including MKTG 600 and OPMT 610</td>
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<tr>
<td>REAL600</td>
<td>Real Estate Decision Making</td>
<td>This course is part of the MS Degree in Real Estate. Enrollment is also open to all OCB graduate students. No Real Estate Pre-requisite required. (MBA students must be eligible to enroll in elective coursework in order to enroll in this course and must contact the MS degree in Real Estate office or their academic advisor to register.) This course provides an introduction to professional practices in real estate decision-making. The course focus is on real estate enterprise management, real estate finance, public sector relationships, property regulation, and investment decision making with particular emphasis on the activities, roles and</td>
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<td>REAL630</td>
<td>Real Estate Info Technology</td>
<td>This course is intended to provide the student with a comprehensive understanding of how to use technology in analyzing commercial real estate opportunities. The course begins with an overview of market analysis and how selected software applications can aid in decision making. Students will learn the role that market analysis plays in development, acquisitions, investment analysis, and site selection. This is followed by a comprehensive study of how software applications are used in analyzing commercial real estate opportunities and investment decisions.</td>
</tr>
<tr>
<td>REAL740</td>
<td>Corporate Real Estate</td>
<td>Corporate real estate administration and strategy is comprised of multiple interrelated functions. This course explores the following areas of corporate real estate: real estate as a strategic asset, real estate and corporate competitive advantage, valuation, financing corporate real estate, performance and lease analysis, facilities management, outsourcing, sustainability, development, private/public sector relationships, and negotiation practices.</td>
</tr>
<tr>
<td>REAL743</td>
<td>Urban Land Economics</td>
<td>This course is part of the MS Degree in Real Estate. Enrollment is also open to all OCB graduate students. Prerequisite: REAL600 Real Estate Decision Making. This course helps students understand the factors involved in the location decisions of households and firms and how these lead to the determination of the supply of, and demand for, urban land. The integration of these individual decisions and how they lead to the formation and growth of cities, are explored. In addition, economic problems specific to urban areas will be studied, including housing and transportation. Expenditure and taxation decisions will be analyzed in conjunction with their role in responding to urban problems. Topics include macroeconomics of urban areas; urban housing; transportation and poverty; and local...</td>
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<td>REAL746</td>
<td>Mkt Analys/ Feasibility Study</td>
<td>This course is part of the MS Degree in Real Estate. Enrollment is also open to all OCB graduate students. Prerequisite: REAL600 Real Estate Decision Making. This course provides students with the skills and knowledge necessary to evaluate the productive attributes of a parcel of real estate as they relate to the demand for a particular use and the supply of competitive properties within a specific market. Focus is placed on the role of market analysis and feasibility studies in real estate. Students learn the process of property analysis through the study of property productivity; demand for and supply of property comparative analysis; and forecasting project performance. Topics include the urban growth process (goals and objectives); market conditions; market analysis; data collection; feasibility studies; financing; environmental impact statements; and case study preparation.</td>
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<tr>
<td>REAL750</td>
<td>Comrcl Real Estate Valuation</td>
<td>Valuation of commercial real estate using the cost, market, and income approaches to value are presented and evaluated from a decision-makers perspective. Professional ethics and standards of professional appraisal practice are extensively explored. Professional quality narrative appraisals using comparable sales, depreciated cost and discounted cash flow are reviewed and analyzed for adequacy and sufficiency. Additional topics studied include cost segregation, portfolio analysis, and litigation support techniques.</td>
</tr>
<tr>
<td>REAL760</td>
<td>Investment Property Analysis</td>
<td>This course is part of the MS Degree in Real Estate. Enrollment is also open to all OCB graduate students. Prerequisite: REAL600 Real Estate Decision Making. Evaluating the role of financing and leverage in real estate investment analysis; identifying alternative types of financing; valuation of financial structure; sources of equity financing for real estate; mortgage securitization and the operation of secondary mortgage markets. Fitting investment strategy to context of physical property, leverage, form of ownership, income tax and management alternatives. Emphasis is on analysis of limited...</td>
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partnerships, trusts, corporate real estate enterprises and securitization to fund real estate.

### REAL770 Real Estate Development

Comprehensive property development course integrating all functional areas of real estate for the production of housing, retail, commercial, corporate and industrial real estate. Use of market research, feasibility studies and market analysis in contract negotiation for project construction, marketing and management of new and redevelopment opportunities in stable and developing markets.

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