

Course Descriptions

Accounting

ACC 201 Principles of Accounting I 3 Hours

Prerequisite: None

This course introduces the fundamental principles of accounting as a basis for business decision-making. Students learn the theory and application of recording changes in financial conditions, measuring income, integrating the accounting cycle into business operations, accounting for cash transactions, receivables, inventories, inventory valuation, fixed and intangible asset valuation, accounting systems, and payroll accounting.

ACC 202 Principles of Accounting II 3 Hours

Prerequisite: ACC 201

This course is a continuation of the fundamental principles of accounting. Topics include partnerships, corporations, capital acquisitions, equity accounting, business tax considerations, analysis and interpretation of financial statements, cash flow analysis, and basic topics in managerial accounting.

ACC 300 Financial Accounting 3 Hours

Prerequisite: None. Cannot be used for credit after completing ACC 201 and ACC 202.

This fundamental accounting course is designed to enable the student to prepare, evaluate, and use accounting data. The mechanics of financial accounting and the overall effect of accounting procedures on published financial statements are examined in detail.

ACC 301 Intermediate Accounting I 3 Hours

Prerequisite: ACC 202 or ACC 300

This course is an examination of the intermediate level of problems in the definition and valuation of assets, liabilities, and the determination of net income. Topics include a thorough study of the income statement and balance sheet, present value concepts, current assets, fixed assets, and impairments.

ACC 302 Intermediate Accounting II 3 Hours

Prerequisite: ACC 301

This course is a continuation of the intermediate level of accounting. Topics include current liabilities, bonds payable, equities, treasury stock, earnings per share, construction accounting, leases, postretirement benefits, and tax allocation.

ACC 303 Financial Accounting Concepts 3 Hours

Prerequisite: ACC 301.

This course includes a thorough coverage of key fundamental and intermediate accounting topics, developing related skills needed to succeed in advanced accounting courses. Specific topics include error analysis, prospective and retrospective changes, financial statement relationships, investments, the statement of cash flows, and IFRS.

ACC 310 Managerial Accounting 3 Hours

Prerequisite: ACC 202 or ACC 300

This course provides a basic technical understanding of managerial accounting topics with an emphasis on the uses of accounting data by managers. Topics include unit cost determination, cost volume-profit analysis, direct costing, variance analysis, and budgeting.

ACC 406 Accounting Information Systems 3 Hours

Prerequisite: ACC 202 or ACC 300

This course examines a basic accounting and internal control system, using a hands-on approach to record transactions resulting in a complete financial statement package. It includes exposure to both manually prepared and computer-generated accounting information, utilizing accounting software packages and spreadsheet applications.

ACC 411 Business Combinations 3 Hours

Prerequisites: ACC 302, ACC 303 and ACC 418 or COM 340

This course focuses on the theories of advanced accounting for investments and parent-subsidiary relationships. Students learn to apply appropriate accounting procedures and prepare spreadsheets for consolidated corporate entities.

ACC 412 Government & Not-For-Profit Accounting 3 Hours

Prerequisites: ACC 302, ACC 303 and ACC 418 or COM 340

This course examines fund accounting and the reporting for state and local government units, hospitals, colleges, and other not-for-profit organizations.

ACC 415 Auditing 3 Hours

Prerequisites: ACC 302, ACC 303, ACC 406, and ACC 418 or COM 340

This course examines the principles and procedures of the auditing function, focusing on the specific techniques employed by Certified Public Accounting firms. Major emphasis is placed on preparing the student for the Auditing section of the Uniform CPA Exam. Topics include audit ethics, audit documentation, internal controls, statistical sampling, examination of evidence, and audit reports.

ACC 418 Accounting Communications 3 Hours

Prerequisite: COM 320. Cannot take after completion of COM 340

This course focuses on the development of both oral and written communication skills necessary to be effective in an accounting career. Topics include professional grammar, sentence structure, word usage, and written communication formats. Requirements include an accounting topic presentation.

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ACC 419 Advanced Managerial Accounting 3 Hours
Prerequisite: ACC 301 and ACC 310

This course examines cost accounting and the internal accounting procedures and concepts used in the decision-making process. Topics include process costing, job costing, budgeting, standard costing, differential cost analysis, variable costing, variance analysis, activity-based costing, and capital budgeting.

ACC 480 Seminar in Accounting Systems 1 Hour
Prerequisite: None

A one-credit seminar offered to guest students or non-degree undergraduate students only. This course is designed to meet the accounting systems requirements for the Uniform CPA Exam as set by the Michigan State Board of Accountancy. Credit is earned by completion of readings, objective questions, and essay questions relating to accounting systems.

ACC 481 Directed Study in Accounting 1 – 3 Hours – 483
Prerequisite: Written permission of the department chair.

These courses provide students with an opportunity to investigate an accounting topic not otherwise studied in their curriculum. Requests for a directed study must be initiated through the Admissions and Academic Advising office and are granted only in unique circumstances. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 488 Accounting Internship 3 Hours
Prerequisites: ACC 301 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.500.

This elective course gives students who have secured accounting internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting position. The student will maintain a written daily log for all duties performed and will submit a formal report on the internship experience. An accounting internship can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office and are granted only in unique circumstances. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 494 Accounting Practicum 3 Hours
Prerequisites: ACC 301 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.500.

This elective course gives students who have a part-time or fulltime accounting position the opportunity to earn credit. The student will maintain a written daily log for all duties performed and will submit a formal report on the internship experience. Requests for a practicum must be initiated through the Admissions and Academic Advising office and are granted only in unique circumstances. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 500 Financial Accounting 3 Hours
Prerequisite: None

This fundamental accounting course is designed to enable the student to prepare, evaluate, and use accounting data. The mechanics of financial accounting and the overall effect of accounting procedures on published financial statements are examined in detail.

ACC 501 Intermediate Accounting I 3 Hours
Prerequisite: ACC 500

This course is an examination of the intermediate level of problems in the definition and valuation of assets, liabilities, and the determination of net income. Topics include a thorough study of the income statement and balance sheet, present value concepts, current assets, fixed assets, and impairments.

ACC 502 Intermediate Accounting II 3 Hours
Prerequisite: ACC 501

This course is a continuation of the intermediate level of accounting. Topics include current liabilities, bonds payable, equities, treasury stock, and earnings per share, construction accounting, leases, post-retirement benefits, and tax allocation.

ACC 503 Financial Accounting Concepts 3 Hours
Prerequisite: ACC 501

This course includes a thorough coverage of key fundamental and intermediate accounting topics, developing related skills needed to succeed in advanced accounting courses. Specific topics include error analysis, prospective and retrospective changes, financial statement relationships, investments, the statement of cash flows, and IFRS.

ACC 505 Managerial Accounting 3 Hours
Prerequisite: ACC 500

This course is a basic study of cost, managerial accounting, and the internal accounting concepts and procedures used in the decision-making process. Students apply planning and control techniques to achieve various objectives. Students also discuss activity-based costing, job costing, process costing, and differential cost analysis.

ACC 506 Accounting Information Systems 3 Hours
Prerequisite: ACC 500/300

This course examines a basic accounting and internal control system, using a hands-on approach to record transactions resulting in a complete financial statement package. It includes exposure to both manually prepared and computer-generated accounting information, utilizing accounting software packages and spreadsheet applications.

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ACC 511 Business Combinations 3 Hours
Prerequisites: ACC 502/302, ACC 503/303 and ACC 518/418 or COM 340

This course focuses on the theories of advanced accounting for investments and parent-subsidiary relationships. Students learn to apply appropriate accounting procedures and prepare spreadsheets for consolidated corporate entities.

ACC 512 Government & Not-For-Profit Accounting 3 Hours
Prerequisites: ACC 502/302, ACC 503/303 and ACC 518/418 or COM 340

This course examines fund accounting and the reporting for state and local government units, hospitals, colleges, and other not-for profit organizations.

ACC 515 Auditing 3 Hours
Prerequisites: ACC 502/302, ACC 503/303, ACC 504 or ACC 506/406 and ACC 518/418 or COM 340.

This course examines the principles and procedures of the auditing function, focusing on the specific techniques employed by Certified Public Accounting firms. Major emphasis is placed on preparing the student for the Auditing section of the Uniform CPA Exam. Topics include audit ethics, audit documentation, internal controls, statistical sampling, examination of evidence, and audit reports.

ACC 518 Accounting Communications 3 Hours
Prerequisite: None. Undergraduate: COM 320

This course focuses on the development of both oral and written communication skills necessary to be effective in an accounting career. Topics include professional grammar, sentence structure, word usage, and written communication formats. Requirements include an accounting topic presentation.

ACC 519 Advanced Managerial Accounting 3 Hours
Prerequisite: ACC 501. Undergraduate: ACC 301 and ACC 310.

This course examines cost accounting and the internal accounting procedures and concepts used in the decision-making process. Topics include process costing, job costing, budgeting, standard costing, differential cost analysis, variable costing, variance analysis, activity-based costing, and capital budgeting.

ACC 520 International Accounting 3 Hours
Prerequisite: ACC 503/303 and ACC 518/418 or COM 340. Open to MAC students only.

Students will prepare accounting-related research papers and apply accounting principles to specific case studies regarding International Financial Reporting Standards. Research will be primarily web-based.

ACC 550 Advanced Auditing 3 Hours
Prerequisite: ACC 515. Open to MAC students only.

A continuation of the review of audit principles and techniques introduced in Auditing, including performing a simulated audit. Forensic accounting, Sarbanes-Oxley requirements, and SEC regulations are additional topics.

ACC 562 Thesis in Accounting 3 Hours
Prerequisite: Successful completion of all required core courses in the program. Requires approval of the department chair. Open to MAC students only.

This course requires a major effort by the student. A topic is chosen by agreement with the thesis counselor, subject to approval by the thesis committee. The thesis must be on a topic of importance to the academic and practicing professional accounting community. The completed thesis must demonstrate originality, scholarly perspective, thoughtful analysis, and substantial refinement in communication skills.

ACC 574 Industry Accounting and Auditing 3 Hours
Prerequisites: ACC 511/411, ACC 512/412 and ACC 515/415. Open to MAC students only.

A review of several types of industries, accounting topics and the related accounting principles and auditing procedures. Topics will vary each semester; they could include accounting and auditing for school systems, retailers, casinos, manufacturers, pension plans, county government, construction contracts, variable interest entities, IT security, and compilation and reviews.

ACC 581 Directed Study in Accounting 1 – 3 Hours – 583
Prerequisite: Written permission of the department chair. Open to MAC students only.

These courses provide students with an opportunity to investigate an accounting topic not otherwise studied in their curriculum. A directed study will earn general elective credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office and are granted only in unique circumstances. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 588 Accounting Internship 3 Hours
Prerequisites: ACC 501 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.500. Open to MAC students only.

This elective course gives students who have secured accounting internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting position. The student will maintain a written daily log for all duties performed and will submit a formal report on the internship experience. Accounting internship can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office and are granted only in unique circumstances. Students are limited to no more than

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six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 594 Accounting Practicum 3 Hours

Prerequisites: ACC 501 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.500. Open to MAC students only.

This elective course gives students who have a part-time or fulltime accounting position the opportunity to earn credit. The student will maintain a written daily log for all duties performed and will submit a formal report on the internship experience. Requests for a practicum must be initiated through the Admissions and Academic Advising office and are granted only in unique circumstances. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

Business Administration

BBA 410 Ethical Concepts and Practices 3 Hours

Prerequisite: None

Philosophical ethics can be very difficult to apply to real-life situations. This course is designed to provide students with a practical framework for evaluating ethical dilemmas and determining an appropriate course of action. Skills in recognizing the presence of common ethical problems and ethical reasoning are taught along with ethical standards that govern major business professions.

BBA 461 Business Strategy and Policy (Capstone) 3 Hours

Prerequisites: COM 340, FIN 315, MGT 303 and QM 301. The student must have completed 27 credits in residence at Walsh College.

This capstone course enables the student to apply the tools and analytical skills for planning and controlling the operations of a business. Through the analysis of cases, the student will design strategies, formulate policies, and solve managerial problems. The student will also evaluate corporate missions, objectives, strategies, tactics, policies, and execution while considering the ethical implications of those actions.

Business Information Technology

BIT 301 Business Information Technology, Theory, and Practice 3 Hours

Prerequisite: None

This course examines the facets of information technology used to support a functioning business enterprise, from the perspective of a technology practitioner. Using the Zachman Framework, students will explore and experience enterprise architecture, focusing on system and technology models. Various systems development lifecycles, and the tools used to model, execute, and manage them are also studied. Students will examine the design of an IT organization, and the various roles within it, to learn how the enterprise and lifecycle are supported. Software tools appropriate to the topics are introduced and used by students throughout the course.

BIT 305 Business Computing Tools 3 Hours

Prerequisite: None

This course develops skill mastery of the use of computers and business information technology applications. Through a series of business application scenarios, the student demonstrates mastery of contemporary business tools to satisfy the demands of modern business requirements.

BIT 335 Business Driven Technology 3 Hours

Prerequisite: BIT 305

This course examines current and developing business information technologies and their potential for satisfying emerging business needs. Students explore the critical role of business information technology in modern business. Topics include fundamentals of systems theory, information technology architecture, technology trends, and business requirement definition. Individually and through teams, students demonstrate proficiency in investigating one or more assigned business problems, developing a definition, building a business case for business information technology solutions, and planning for effectively communicating with all levels of an organization to achieve support for that case. Students also demonstrate their capability to electronically access Library resources.

BIT 404 Business Analysis 3 Hours

Prerequisite: None

This course, the first of two in business analysis, prepares the student to assume the role of a business analyst. Students study and apply three of the six core knowledge areas of a business analyst, as defined by the International Institute of Business Analysis (IIBA), as well as develop the underlying competencies required of an analyst. The student will learn various approaches to defining and understanding the business context of an information system, explore and practice requirements elicitation techniques, and learn techniques for transforming requirements elicited from business stakeholders into a model business solution. Software tools designed to support the business analyst will be introduced to and used by students throughout the course.

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BIT 405 Business Analysis II 3 Hours
Prerequisite: BIT 404

This course, the second of two in business analysis, prepares the student to assume the role of a business analyst. Students study and apply three of the six core knowledge areas of a business analyst, as defined by the International Institute of Business Analysis (IIBA), as well as develop the underlying competencies required of an analyst. Approaches to tailoring a business analysis process to a specific business situation are explored, as are techniques for managing and communicating requirements. The role of the business analyst in assessing and validating the solution resulting from the analysis project is examined. Software tools designed to support the business analyst will be introduced to and used by students throughout the course.

BIT 411 Web Technologies 3 Hours
Prerequisite: BIT 301

This course examines standard and emerging Internet and Web technologies, and how they may be leveraged to meet strategic and operational business objectives. Students examine how web technologies impact the various levels of IT, from infrastructure to business application. Using the industry-standard tools, students design and implement various web-enabled applications.

BIT 414 Introduction to Data Analytics 3 Hours
Prerequisite: None

This course introduces the students to the concepts of strategic data analytics as it applies to business decision making and planning. The student will be introduced to the business drivers for data analytics and its impact on the ability of a company to compete effectively. The student will examine the core components of data analytics include its logical and physical infrastructure.

BIT 415 Data Analytics Techniques 3 Hours
Prerequisite: BIT 414

This course is the second in the series of strategic data analytics and introduces the student to more advanced use of tools used during the data analysis process. The student will be introduced to the development of business rules as the foundation of data analytics. The student will then learn to develop and use a variety of decision support techniques include decision trees, decision service, data modeling, and data mining.

BIT 416 Business Process and Systems Engineering 3 Hours
Prerequisite: None

This course focuses on business systems and how they may be designed or reengineered to improve output; processes; and efficiencies through business information technology. Framed from a systems thinking perspective, the course analyzes business operations to identify potential opportunities that may be achieved through the design and integration of associated information technology subsystems. Industry-standard modeling and SDLC tools are utilized

BIT 419 Collaborative Business System Design 3 Hours
Prerequisite: None

This course, the first of two in the design and development of collaborative business systems, prepares the student to transform business requirements into a design for an operational system. The student will learn and apply various system design techniques, including principles of effective user interface design. The impact of development tool limitations and corporate standards on system design will be explored; techniques for making trade-offs between an ideal design and these constraints will be studied. Techniques for modeling, documenting, communicating, and validating the system design will be explored. Students will utilize industry-standard tools to construct simple collaboration systems.

BIT 420 Collaborative Business System Development 3 Hours
Prerequisite: BIT 419

This course builds on coursework in collaborative systems design by preparing students to develop complete business workflow systems. System design techniques used for more complex systems will be studied and applied. Students will utilize advanced features of industry-standard software development tools to construct fully-functional collaboration systems. System verification and validation techniques are also explored.

BIT 425 IT Auditing 3 Hours
Prerequisites: ACC 303, and COM 340

This class introduces the student to the necessary technical and operational controls a business must employ in complex computing environments. Students will learn how to plan and conduct an IT audit. Throughout this course, students will be introduced to audit frameworks, regulatory requirements and threats and risks, as well as to the controls necessary to protect the enterprise and its applications.

BIT 430 BIT Undergraduate Capstone 3 Hours
Prerequisites: BIT 404, BIT 414 and BIT 419

This course requires the student to complete a software development project or write a significant paper on an IT topic that relates to a specific business problem. The student is expected to submit a proposal that is approved by the faculty member and then provide a series of status reports throughout the semester. The student papers and projects will be presented in conjunction with the BIT capstone fair.

BIT 446 Information Systems Security 3 Hours
Prerequisite: None

An exploration of the components of a comprehensive information systems security plan, including such critical areas as planning and administration of security, the security program, access control, and network security measures; Internet and e-commerce security issues; physical protection of computing facilities; and the legal and regulatory aspects of information security. Students will learn how to protect an organization from computer crime

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and potentially malicious behavior, and to ensure confidentiality, availability and data integrity through several hands-on case studies.

BIT 451 Principles of Web Design 3 Hours

Prerequisite: BIT 411 (Open to BSBS students only)

Web design is a broad term encompassing the delivery and presentation of course content to the end user over the Internet. Trends point to an increase in the number of "cloud-based" applications and services using dynamic technologies that are more interactive and engaging to users. This course will prepare students for this world by studying and applying principles of web analysis, design, and best practices. Students in this course will be exposed to concepts of user-centered design through the introduction of mental models, personas, and iterative design. The student will deliver a final project of an application incorporating standard best-practice design principles.

BIT 452 Fundamentals of Active Web Page Scripting 3 Hours

Prerequisite: BIT 411 (Open to BSBS students only)

This course will provide a foundational look at active web page scripting. Using the Hypertext Preprocessor Language, or PHP, the most prevalent web scripting language on the Internet today, students will build PHP classes, use PHP to perform server side logic, use PHP modules, connect to databases and develop PHP applications. The course will culminate in a project demonstrating the appropriate and applicable use of PHP technology.

BIT 453 Advanced Web Technologies 3 Hours

Prerequisite: BIT 451 (Open to BSBS students only)

This course examines contemporary Internet and Web technologies such as Javascript, HTML5, DOM, jQuery, and CSS, and how they are used to build web interfaces. The student will demonstrate an understanding of, and ability to utilize, the various technologies in a series of course projects.

BIT 454 Rich Internet Application Development 3 Hours

Prerequisites: BIT 451 and BIT 452 (Open to BSBS students only)

Students will explore rich internet application (RIA) development using Flashbuilder, a technology used on many websites, to deliver rich multimedia and application experiences to their users. In this course, students will demonstrate the ability to add animation, video, and interactivity to web pages. The course will culminate in a rich media application project demonstrating mastery of Flashbuilder.

BIT 471 Building an Information Protection Program 3 Hours

Prerequisite: BIT 446

This course provides an overview of the requirements for building an information protection program. Topics include the development of a security vision and action plan, determining the need for safeguards, developing training and awareness programs,

developing incident-handling capabilities, and development of budgetary requirements to meet business needs for information technology security. Students will develop an information systems security strategy, create a plan to implement the security provisions, and determine appropriate budgetary requirements.

BIT 472 Information Security Safeguards 3 Hours

Prerequisite: BIT 446

This session provides an in-depth review of the basic security safeguards used by corporations today. Technology that will be examined includes virus controls, firewalls, intrusion detection systems, VPN, public key infrastructures, and assessment tools. The goal of the class is to thoroughly immerse the student in the technology that is used to protect data and voice systems.

BIT 473 Information Systems Threat Assessment 3 Hours

Prerequisite: BIT 471

Information security systems are only as good as their weakest link. There are many different methods for determining an organization's risk and looking for weaknesses in its security posture. This class will examine threats to an organization and will also show students how to perform audits, assessments, penetration studies, and architecture reviews. Students will utilize tools and methods for examining weaknesses such as vulnerability scanners and OS fingerprinting tools, and learn methods for directing their efforts. A mock organization will be created and audited, and recommendations will be made to improve the security posture.

BIT 481 Directed Study in Business Information Technology – 483 1-3 Hours

Prerequisite: Written permission of the department chair.

Students may elect to investigate a topic not otherwise included in their curriculum as a directed study. Students may choose from one to three hours of elective credit.

A directed study may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

BIT 488 Internship in BIT 3 Hours

Prerequisite: Written permission of the department chair.

Students must have a minimum cumulative GPA of 3.000.

An internship is a short-term learning relationship established with a local organization through which the student is able to apply course-based learning in a real-time setting, and for which there is continuing mentoring and feedback and an agreed level of compensation. An internship earns general elective credit and may only be used to substitute for required coursework with the permission of the department chair. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6)

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semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

BIT 501 Information Systems Methodology 3 Hours *Prerequisite: None*

This course serves as an introduction to information systems analysis and design methods and strategies. Topics include systems analysis, design, construction, and implementation. Students are introduced to the concepts of structured and object-oriented analysis, modeling, and design and development techniques. Systems and application architectures; database design; input / output / interface design; modeling and development techniques are reviewed.

BIT 502 Program Design and Development 3 Hours *Prerequisite: None*

Topics include fundamentals of program design, development of algorithms, selection, repetition, and sequence control structures. Classes and objects, attributes, polymorphism, inheritance, and steps required to create an object-oriented design are covered. Students will design, develop, and publish their own home pages.

BIT 511 Business Information Technology Trends and Issues 3 Hours

Prerequisite: None. MSIS students are encouraged to complete this course within their first 12 semester credit hours in residence at Walsh College.

This course introduces students to the broad and diverse range of information technology. Students will be engaged in research of information technology solutions that enable business processes for competitive advantage. The basics of research, reporting that research, and presenting solutions to a diverse audience are stressed.

BIT 514 Introduction to Data Analytics 3 Hours *Prerequisites: BIT 501 and BIT 502. Undergraduate: None*

This course introduces the students to the concepts of strategic data analytics as it applies to business decision making and planning. The student will be introduced to the business drivers for data analytics and its impact on the ability of a company to compete effectively. The student will examine the core components of data analytics include its logical and physical infrastructure.

BIT 515 Data Analytics Techniques 3 Hours *Prerequisite: BIT 514. Undergraduate: BIT 414*

This course is the second in the series of strategic data analytics and introduces the student to more advanced use of tools used during the data analysis process. The student will be introduced to the development of business rules as the foundation of data analytics. The student will then learn to develop and use a variety of decision support techniques include decision trees, decision service, data modeling, and data mining.

BIT 516 Business Process and Systems Engineering 3 Hours

Prerequisites: BIT 501 and BIT 502. Undergraduate: None

This course focuses on business systems and how they may be designed or reengineered to improve output, processes, and efficiencies through business information technology. Framed from a systems thinking perspective, the course analyzes business operations to identify potential opportunities that may be achieved through the design and integration of associated information technology subsystems. Industry-standard modeling and SDLC tools are utilized.

BIT 525 Fundamentals of Networks and Telecommunications 3 Hours

Prerequisites: BIT 501 and BIT 502

This course provides an introduction to modern networking, data communications, network security, and telecommunications. Topics include analog and digital data transmission; imaging; multimedia communications; networking topologies and internetworking architectures. The course will cover the basics of design, implementation, administration and security of networks and telecommunications as well as review the current stated of telecommunication regulations on a national and global basis. The course will prepare the student to be well-versed in a variety of wired and wireless technologies and the current state of convergence in telephone, computer systems, global positions systems and the Internet.

BIT 540 IT Management, Governance, Compliance 3 Hours

Prerequisites: BIT 501 and BIT 502. MSIA: None

This course addresses information technology management and governance that will guide an organization to achieving compliance requirements for government, financial, medical, energy, education, public and private organizations. Students will explore the broad spectrum of responsibilities of the IT manager, from first level to executive. Using the industry-professional IT Value Matrix, students examine the role of the IT manager within IT processes. Topics include governance and risk frameworks, legal and regulatory requirements such as SOX, HIPAA, FERPA, FISMA, NERC, FERC, BASEL II, ISO and PCI. Students also study and develop leadership skills required to effectively manage these processes, including communication and change management. Ethical issues are considered throughout.

BIT 546 Information Systems Security 3 Hours *Prerequisites: BIT 501 and BIT 502. Undergraduate: None*

An exploration of the components of a comprehensive information systems security plan including such critical areas as planning and administration of security, the security program, access control and network security measures, Internet and e-commerce security issues, physical protection of computing facilities, and the legal and regulatory aspects of information security. Students will learn how to protect an organization from computer crime and potentially malicious behavior, and to ensure confidentiality, availability and data integrity through several hands-on case studies.

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BIT 561 Fundamentals of Project Management 3 Hours

Prerequisite: None

This course serves as an introduction to the generally accepted processes and knowledge areas found within the project management profession. Students will be introduced to the project management concepts as defined by the Project Management Body of Knowledge (PMBOK)®. Topics covered include the nine project management knowledge areas as well as the domains of initiating, planning, execution, controlling, and closing of projects. Professionalism and ethics are emphasized. Graduate students will be required to complete an additional project or research paper.

BIT 562 Project Finance, Estimating, and Cost Management 3 Hours

Prerequisite: BIT 561

This course is designed to introduce students to the basic finance theories, concepts, and principles used in project management. Introduced are methods of developing project estimates during the planning stages and updating the estimates throughout the project lifecycle. Tools and techniques used in monitoring, reporting, controlling, and managing project cost are examined. Students will study the use of planned value, earned value, and actual cost data to provide an objective measurement of performance, enabling trend analysis and evaluation of cost estimate at completion within multiple levels of the project. Graduate students will be required to complete an additional project or research paper.

BIT 563 Project Management Tools and Techniques 3 Hours

Prerequisite: BIT 561

The course serves as a comprehensive review of information technology-related project management processes that are necessary to be successful in managing projects in today's complex information technology environments. Included are topics on program office, configuration management, portfolio management, and other relevant and timely themes. Graduate students will be required to complete an additional research paper.

BIT 564 Project Leadership and Management 3 Hours

Prerequisite: BIT 561

The objectives of this course are to gain insights into the role and key competencies required of project leaders in diverse organizations. Students will learn about a wide range of leader duties — manager, problem-solver, facilitator, trainer, communicator, advocate — and discover how each duty affects the ability to create a cohesive project team. Students will learn a step-by-step approach to leadership and team-building. Additional topics include leadership ethics, leadership and project strategy, and leadership and the political side of project management.

BIT 571 Building an Information Protection Program 3 Hours

Prerequisite: BIT 546. Undergraduate: BIT 446

This course provides an overview of the requirements for building an information protection program. Topics include the development of a security vision and action plan, determining the need for safeguards, developing training and awareness programs, developing incident-handling capabilities, and development of budgetary requirements to meet business needs for information technology security. Students will develop an information systems security strategy, create a plan to implement the security provisions, and determine appropriate budgetary requirements. Graduate students will be required to complete an additional project or research paper.

BIT 572 Information Security Safeguards 3 Hours

Prerequisite: BIT 546. Undergraduate: BIT 446

This session provides an in-depth review of the basic security safeguards used by corporations today. Technology that will be examined includes virus controls, firewalls, intrusion detection systems, and VPNs. Graduate students will be required to complete an additional project or research paper.

BIT 573 Information Systems Threat Assessment 3 Hours

Prerequisite: BIT 571. Undergraduate: BIT 471

Information security systems are only as good as their weakest link. There are many different methods for determining an organization's risk and looking for weaknesses in its security posture. This class will examine threats to an organization and will also show students how to perform audits, assessments, penetration studies, and architecture reviews. Students will utilize tools and methods for examining weaknesses such as vulnerability scanners and OS fingerprinting tools, and learn methods for directing their efforts. A mock organization will be created and audited, and recommendations will be made to improve the security posture. Graduate students will be required to complete an additional project or research paper.

BIT 574 Cryptography 3 Hours

Prerequisite: BIT 546

This class will focus on the various methods of encryption and other cryptographic tools and processes. It will also explain cryptographic analysis techniques, and provide the student with insight into the history of cryptography.

BIT 581 Research and Directed Study in Business Information Systems 1–3 Hours – 583

Prerequisite: Written permission of the department chair

The research and directed study is a variable-credit elective for those students who, as a result of documented previous experience or prior graduate coursework, are able to demonstrate course mastery within the MSIS curriculum. Requests for directed studies must be initiated by the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study,

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practicum, and/or internship courses toward graduation requirements.

BIT 588 Internship in Business Information Technology 3 Hours

Prerequisite: Written permission of the department chair

An internship is a short-term learning relationship established with a local organization through which the student is able to apply course-based learning in a real-time setting, and for which there is continuing mentoring and feedback and an agreed level of compensation. An internship earns general elective credit and may only be used to substitute for required coursework with the permission of the department chair. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

BIT 599 Capstone Project 3 Hours

Prerequisite: Completion of a minimum of 24 credit hours in theMSIS program.

The capstone project provides the opportunity for integrating program learning within a project framework. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with an assigned project advisor to develop a proposal. After review and approval by the MSIS program committee, the student is authorized to complete the project. The student presents the completed project at a project fair near the end of the semester.

Business Law

BL 301 Business Law I 3 Hours

Prerequisite: None.

This course is a study of legal rights and the resolution of legal disputes. Students study the legal process and courts, contracts, sales, agency, property and property rights, and trusts and estates.

BL 302 Business Law II 3 Hours

Prerequisite: BL 301.

This course is a continuation of BL 301 (Business Law I). Students study partnerships, corporations, limited liability companies, negotiable instruments, secured transactions, government regulation law, bankruptcy, and the legal liability of accountants.

BL 420 The Legal Environment of Business 3 Hours

Prerequisite: None.

This course is a survey of the legal environment in which contemporary business is conducted.

BL 481 Directed Study in Business Law 1-3 Hours – 483

Prerequisite: Written permission of the department chair.

A student wishing to investigate a topic not otherwise studied in the curriculum may elect a one- to three-semester-credit-hour directed study course. In general, a directed study will earn general elective credit, and may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

BL 556 Legal Issues in Management 3 Hours

Prerequisite: None

This course is a comprehensive overview of the legal environment of business. Students learn the basics of American and international law. Topics include constitutional and administrative law; contracts; commercial transactions; employment law and other governmental regulations; environmental protection; and property. Students will also discuss the formation of business organizations for conducting both domestic and international business.

Communications

COM 210 Principles of Business Communications 3 Hours

Prerequisite: None. Students are required to complete this course within their first six (6) semester credit hours in residence at Walsh College.

This course is an examination of business communications with emphasis on further development of written communication skills. Students review topics such as grammar, style, tone, and organization to write effective messages in various formats including e-mail, memos, letters, and other business documents. Students will assess nonverbal communication and public speaking strategies.

COM 300 Communication Essentials 1 Hour

Prerequisite: Placement into this course is determined by results of the Communication Placement Exam and COM 210. Cannot be taken after successful completion of COM 320

This course provides students an opportunity to develop their written communication skills at a professional level necessary in today's workplaces. Emphasis is on the fundamentals of writing using precise language, correct grammar and punctuation, and appropriate style. Students will compose written messages that are clear, concise, free of mechanical errors, and displaying organization of thoughts based on a synthesis of information. Students will build skills to evaluate, revise and edit their own writing.

Course Descriptions

COM 320 Business Communication Methods 3 Hours

Prerequisites: COM 300 or a passing score on the Communication Placement Exam and COM 210. Students are required to complete this course within their first nine (9) semester credit hours in residence at Walsh College.

Students will continue to develop their use of organizational and critical thinking in all communication situations. Emphasis is on research, writing and public speaking. This course provides a forum in which students practice writing business correspondences and reports, carry out library research, solve on-the-job communication problems, and communicate solutions effectively and ethically. The teaching strategy includes specific feedback on written and verbal presentations, and in-class projects.

COM 340 Professional Communication 3 Hours

Prerequisites: COM 320. Students are required to complete this course within their first 15 semester credit hours in residence at Walsh College.

Students will direct their research and problem-solving skills toward specific business-related issues. Other topics covered include, but are not limited to, APA citation style, business report writing, cross-cultural communications, career development, new technologies, group dynamics, ethical communication, nonverbal communication, and multi-media presentations. Emphasis is on a team project, which requires research, writing, and professional presentations.

COM 481 Directed Study in Communications 1-3 Hours **- 483**

Prerequisite: Written permission of the department chair

This course is designed to allow students an opportunity to investigate a topic not otherwise studied in their curriculum. The directed study course can be approved for one, two, or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

COM 520 Management Communication 3 Hours

Prerequisite: None. Cannot take COM 520 after successful completion of SL 530.

This course provides graduate students an opportunity to refine their written and oral communication skills to communicate messages at a management level to various organization stakeholders. The course will focus on effective and ethical communication in a culturally diverse, global, and technologically advanced society. Students will compose management level documents such as memos, position papers, visionary statements, and comprehensive reports that are clear, concise, free of mechanical errors, and displaying organization of thoughts based on a synthesis of information. Students will practice citing secondary sources and references using American Psychological Association (APA) style. Students will deliver multimedia presentations for various stakeholder audiences to define an organization's mission, inspire action, and communicate the organization's stance in times of crisis.

Economics

ECN 201 Principles of Economics I 3 Hours

Prerequisite: None

This course is an introduction to the study of macroeconomics, with development of the structure and basic operations of a dynamic economic system. Students collectively study the influence and impact of the consumer, business, and government on the American economic system. Students review the cause-and-effect relationships of aggregate economic analyses and monetary and fiscal policy as they relate to the current developments in the economy.

ECN 202 Principles of Economics II 3 Hours

Prerequisite: None

This course is an introduction to the study of microeconomics, focusing on the development of the price system. Students study pure competition, monopolistic competition, oligopoly, monopoly, and government intervention strategies. Students also review the distribution share of wages, rent, interest, and profits. Also reviewed are multinational economics and financial implications in developed and underdeveloped countries.

ECN 503 Survey of Economics 3 Hours

Prerequisite: None

This course is an accelerated inquiry into micro and macroeconomic concepts, theories, and policies. Students discuss microeconomic topics including supply, demand, and markets. Students will also review macroeconomics topics such as money; financial markets; business cycles; and economic policy.

ECN 515 Financial Markets and Institutions 3 Hours

Prerequisites: ECN 503; MM: MGT 579

This course provides an analysis of capital market institutions and instruments in the context of the interrelationship between markets and interest rates. It examines the role of depository and non-depository institutions, organized and OTC exchanges, the function of primary and secondary markets, and the markets for equity, debt, derivatives, and foreign exchange. The course will also explore theories of risk and return, the determination and term structure of interest rates, and the contribution of financial innovation. Particular attention will be given to the wide variety of financial instruments available, including futures and options contracts, common and preferred stock, stock index contracts, money market securities, treasury and agency securities, corporate and municipal bonds, and both mortgage-backed and asset backed securities.

ECN 522 Health Economics 3 Hours

Prerequisite: None

This course provides students with an economic perspective of the health services industry. The course will begin with a review of several basic microeconomic concepts that will then be applied to the health services industry. Several concepts will be discussed, including; demand for medical care, demand for insurance, cost benefit analysis, physician services industry, pharmaceutical industry and long-term care industry.

Course Descriptions

ECN 523 Global Economics 3 Hours
Prerequisite: ECN 503

This course examines domestic money and capital markets. Students study the movement and impact of interest rates in domestic and international markets. Students also analyze and compare regional economic and trade blocs and prominent economic systems.

ECN 527 Managerial Economics 3 Hours
Prerequisite: ECN 503

This course applies microeconomic theory and economic models to solving real world business problems. The topics covered include demand and supply, production, cost function estimation and forecasting. Other topics include; market structure and its effects on product pricing strategies, managerial decisions under uncertainty, risk analysis, moral hazard, adverse selection, and the role of government in business.

ECN 575 Public Finance 3 Hours
Prerequisite: None

An insightful analysis of the impact of government spending on the allocation of productive resources, overall economic activity and growth, the redistribution of income, and the balance of payments between the United States and other nations. Pertinent facts, causes and effects, and the conceptual framework of the fiscal policies of governments are examined in detail to significantly enhance student awareness of how and why such policies are developed and implemented.

ECN 580 Monetary and Fiscal Policy Seminar 3 Hours
Prerequisite: ECN 503

This is an advanced seminar-based course that provides substantial insight into the essential elements of monetary and fiscal policies in the 21st century. Students evaluate the theoretical origins and viewpoints concerning government intervention in the economy, as well as the goals and tools of monetary and fiscal policies. Students also develop a unique and insightful perspective on contemporary monetary and fiscal policies by examining the policies of the 1930s that continue to provide much of the framework of contemporary policies.

ECN 581 Directed Study in Economics 1 - 3 Hours – 583
Prerequisite: Written permission of the department chair.

This course is designed to allow the student an opportunity to investigate a economic topic not otherwise studied in their curriculum. The directed study can be approved for one, two or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ECN 584 Internship in Economics 3 Hours
Prerequisites: Written permission of the department chair. Students must have a minimum cumulative GPA of 3.000.

This elective course gives students who have secured economics internships the opportunity to earn credit. The student must be employed in a part-time or full-time finance position. Students will be required to prepare a comprehensive written report or project; maintain a daily activity log, and submit a supervisor/intern evaluation of the learning process. Economics internship can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

ECN 586 Seminar in Economics 3 Hours
Prerequisite: Announced with each offering of the course.

This course provides an in-depth coverage of selected topics in the economics field.

Finance

FIN 310 Financial Markets 3 Hours
Prerequisite: ECN 202

This course provides an overview of financial market operations and institutions, enabling students to understand and critically assess a broad array of economic and financial information. The course explores the flow of funds from lenders to borrowers, emphasizing the role of financial intermediaries, investment banks, and securities firms. Money and capital markets are analyzed, along with financial securities offered in each. The relationship between loanable funds and interest rates will also be considered. An extensive analysis will be made of the structure and goals of the Federal Reserve System, including monetary policy goals and open market operations. The course concludes with an investigation of foreign exchange markets, floating exchange rates, and the role played by multilateral financial organizations in the global economy.

FIN 315 Financial Management 3 Hours
Prerequisite: ACC 202

This course provides an overview of the nature and scope of the financial management of the firm in reference to its analysis, planning, and decision-making functions. Topics include financial analysis and planning; working capital management; cost of capital and capital budgeting; stock and bond valuation; and both short and long-term financing. Students will make extensive use of a financial calculator for analysis and problem solving.

Course Descriptions

FIN 321 Risk Management and Insurance 3 Hours
Prerequisite: ECN 202

This course is designed as an overview of the insurance business, including property and liability insurance contracts and risk typically covered by these contracts. In addition, the principle techniques in the risk management process as practiced in business as well as life, health and employee benefit programs are also discussed.

FIN 401 Personal Finance 3 Hours
Prerequisite: FIN 315

An introduction to the principles of personal finance and the logic that drives these principles. Topics covered include: measuring your financial health, tax planning, cash and debt management, consumer financing, risk management, investment management, retirement and estate planning. Students will gain an understanding of the concepts, tools, and resources required to create their own personalized financial plan, along with opportunities to apply these same concepts to a variety of other personal profiles via case studies.

FIN 403 Investment Management 3 Hours
Prerequisites: FIN 310 and FIN 315

This course analyzes the savings/investment process in the economy characterized by institutional and individual investors. An appraisal of the relative values and importance of various financial assets and kinds of investments are considered. The course explores procedures for locating sources of investment information and the expertise to properly analyze this information. The role of government in the investment-making function is discussed, as to its impact on the outcome of investment decisions.

FIN 405 Behavioral Finance 3 Hours
Prerequisites: FIN 315 and FIN 403

This course surveys behavioral finance as a framework for understanding how psychological and social forces influence financial decision-making. Topics include prospect theory, probabilistic judgment, personal biases, market anomalies, asymmetric information, cognitive processes, and investment incentives. The course also provides a critical analysis of traditional models in an effort to improve investor choices and client management.

FIN 406 Financial Statement Analysis 3 Hours
Prerequisite: FIN 315

This course provides an overview of financial accounting at the intermediate level. Students analyze the balance sheet, income statement, and statement of cash flows. Students also evaluate a company's financial position from the commercial lender, professional investor, and managerial points of view.

FIN 407 Entrepreneurial Finance 3 Hours
Prerequisite: FIN 315

This course examines the particular circumstances faced by owners or managers of small businesses. Most corporate finance courses approach the subject from the perspective of the large publicly-traded corporation – covering such subjects as external capital from bonds issues, sale of preferred and common stock to the public, public company reporting requirements, etc. The person who owns and/or runs a small business wears many hats and faces issues often very different from those arising in a large publicly traded corporation.

FIN 412 International Economics and Finance 3 Hours
Prerequisites: FIN 310 and FIN 315

This course is a study of the organizational structure of international economics and finance. Topics include international trade policy; payment methods; foreign exchange markets; investment centers; transfer pricing; sources and use of funds; capital structures; and dividend remittances. Students will review these topics while evaluating the balance of trade, balance of payments, and gold flows. Inquiries on the operation of international agencies, United States agencies, and the Eurodollar market are also explored.

FIN 416 The Stock Market 3 Hours
Prerequisites: FIN 310 and FIN 315

This course outlines the relationship of the stock market to the national economy. Students study the general characteristics of stock markets and the activities of brokers such as margin trading, short sales, puts and calls, and futures trading. Discussions on long-term investors, major swing traders, short term dealers, and tape watchers are addressed. An analysis of the technical versus the fundamental approach including the Dow Theory, bar and point, and figure charts are conducted. Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

FIN 417 Business and Government 3 Hours
Prerequisites: BL 420 and ECN 202

This course focuses on the role of government in the economy. Students explore the legal, economic, and political aspects of government regulatory activity. Topics include the constitutional basis for government regulatory power; role of administrative agencies; effect of government policy in the areas of taxation and spending on business decisions; wage and price controls; labor law; environmental law; public utility regulation; and the results of governmental ownership of economic enterprises. The question of who benefits and who bears the cost of government regulatory activity will be examined.

Course Descriptions

FIN 419 Financial History of the United States 3 Hours

Prerequisite: None

This course is an examination into the financial history of the United States from its founding to the present day. Special emphasis will be placed on the country's institutions, including Wall Street, banking, and manufacturing as well as the entrepreneurs that shaped the financial system of the United States.

FIN 420 Real Estate Principles 3 Hours

Prerequisite: FIN 315

This course introduces students to real estate and its related business issues. The primary focus is upon general principles and in particular issues that impact residential real estate. Particular emphasis is placed on legal issues relating to real estate, underwriting and financing residential transactions, consumer rights and obligations, and career opportunities within the field..

FIN 425 Financial Modeling 3 Hours

Prerequisites: FIN 406 and QM 301required. (FIN 403 recommended)

This course provides an opportunity for undergraduate finance majors to develop practical financial modeling skills using computer software applications. Students will construct and utilize a variety of spreadsheets emphasizing specific, real-world problem solving. Financial modeling will be used for financial forecasting; sensitivity and simulation analysis; building pro forma financial statements; ratio analysis; breakeven analysis; debt and equity valuation; calculating the cost of capital; analyzing projects using discounted cash flow techniques; and capital budgeting. It is anticipated that students will be able to adapt these models to meet the needs of the workplace.

FIN 481 Directed Study in Finance 1 – 3 Hours – 483

Prerequisite: Written permission of the department chair

This course is designed to allow the student an opportunity to investigate a financial topic not otherwise studied in the curriculum. The directed study can be approved for one, two or three semester hours of credit pending approval by the program director or the department chair. Students must initiate the request to pursue a directed study in finance through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

FIN 488 Finance Internship 3 Hours

Prerequisites: FIN 310 and FIN 315; written permission of the department chair. Students must have a minimum cumulative GPA of 3.000.

This course provides students with an opportunity to further develop their practical knowledge and skills in the financial industry. The student must be employed in a part-time or full-time finance position. Students will be required to prepare a

comprehensive written report; maintain a daily activity log, and submit a supervisor/intern evaluation of the learning process.

FIN 489 Certified Treasury Professional Preparation Course 3 Hours

Prerequisite: FIN 315

This course is an allowable elective for students who are interested in preparing for the Certified Treasury Professional Exam. To learn more, visit the Association for Financial Professionals Web site at www.afponline.org. This course explores from a practical perspective the tools used in managing the treasury function of an organization, to include instruments to finance the organization through bank financing, money and capital markets. Risk is explicitly analyzed and used as a tool in establishing risk-return parameters for the organization.

FIN 502 Theory of Financial Planning 3 Hours

Prerequisite: None. Undergraduate: FIN 315

This is the introductory course in the financial planning program. The course will begin by describing the financial planning process, along with the ethical and professional responsibilities of both the planner and the profession. The course will then introduce the different areas of the profession (business law, taxes, educational and retirement funding, insurance, investments, estate planning, etc.) and conclude by providing an appropriate foundation for the balance of curriculum courses.

FIN 503 Investment Planning 3 Hours

Prerequisite: None. Open to MM and PFP Certificate students only.

This course provides an introductory survey of investments theory and practice. Students will examine a wide variety of topics, including the various classes of investment vehicles; investment risk; measures of investment returns; bond and equity valuation; investment theory; technical and fundamental analysis; assets allocation and the asset pricing models; portfolio diversification; and effective investment portfolio construction and strategies. This course provides a comprehensive survey of the investment topics that will be found on the CFP® Certification Examination and is approved by the CFP Board.

FIN 504 Financial Theory and Practice 3 Hours

Prerequisite: FIN 510

This course provides an advanced study of important theoretical aspects of corporate finance, with specific applications for financial management. Students will explore investment, financing, dividend, and valuation theory with a view toward optimizing the performance of the firm. The course builds upon foundational concepts and techniques in an effort to provide a more sophisticated understanding of financial theory and practice.

Course Descriptions

FIN 506 Financial Statement Analysis 3 Hours
Prerequisite: FIN 510

This course is designed to explore the various methods and techniques used to analyze the financial position and operating results as presented in financial statements. Students will develop their analytical ability by understanding the techniques and skills required of the commercial lender and the professional investor. Students will also be able to assess the financial condition of a company by reviewing the financial statements and applying appropriate analytical tools for interpretation and decision-making purposes. Unusual trends and irregularities of a company's position are also evaluated.

FIN 509 Bank and Financial Institution Management 3 Hours

Prerequisites: FIN 510; Undergraduate: FIN 310 and FIN 315

This course examines the financial, regulatory, and economic environment in which banks and other financial institutions operate. Students will study the internal operations of a bank, analyze bank financial statements, and apply appropriate analysis in the context of budgeting and strategic planning. An inquiry will be made into a bank's investment function as well as the marketing of banking services. Students will also examine bank funding requirements and asset/liability management techniques. In addition, the competitive aspects of the financial services industry in comparison with non-financial service organizations will be explored.

FIN 510 Financial Management 3 Hours

Prerequisite: ACC 500. MSF students are encouraged to complete this course within their first 12 semester credit hours in residence at Walsh College.

This course is an overview of the principles of financial management. Students review the concepts of raising and investing money; conduct financial statement analysis; apply the time value of money techniques to security valuation; and determine a firm's cost of capital and capital budgeting. Students also discuss managerial topics, which include dividend policy, capital structuring, and working capital management.

FIN 511 Credit Analysis and Commercial Lending 3 Hours

Prerequisites: FIN 506 and FIN 510; Undergraduate: FIN 315 and FIN 406

This course is designed to familiarize students with all aspects of credit analysis and commercial lending. Students are introduced to financial statement analysis; cash flow estimation; collateral valuation techniques; legal and procedural aspects of commercial lending; risk identification; and review sources of information and techniques to underwrite credit requests.

FIN 512 International Finance 3 Hours
Prerequisites: ECN 503 and FIN 510

This is an advanced course that focuses on the increased globalization of the world economy. Students examine international trade policies such as trade blocs; protectionism;

international debtors; cultural preferences; dumping; central banks; demographics; Third World economies; and the impact of exchange rates; balance of payments; multinational enterprises; and direct foreign investment. Economies of scale; imperfect competition; strategic trade policies; the international debt of developing countries; and challenges presented by international monetary arrangements are also analyzed to increase the ability to successfully interact in the world economy.

FIN 515 Financial Markets and Institutions 3 Hours
Prerequisite: ECN 503; MM: MGT 579

This course provides an analysis of capital market institutions and instruments in the context of the interrelationship between markets and interest rates. It examines the role of depository and non-depository institutions; organized and OTC exchanges; the function of primary and secondary markets; and the markets for equity, debt, derivatives, and foreign exchange. The course will also explore theories of risk and return, the determination and term structure of interest rates, and the contribution of financial innovation. Particular attention will be given to the wide variety of financial instruments available, including futures and options contracts; common and preferred stock; stock index contracts; money market securities; treasury and agency securities; corporate and municipal bonds; and both mortgage-backed and asset-backed securities.

FIN 520 Real Estate 3 Hours
Prerequisite: FIN 510; Undergraduate: FIN 315

This is a practical course on real estate investment. Students study three distinct areas in real estate: general real estate theory, residential real estate analysis, and commercial real estate opportunities. Emphasis is placed on commercial real estate and the development and implementation of financial processes in the real estate environment.

FIN 521 Investments 3 Hours
Prerequisites: ECN 503, FIN 510, and QM 500 or QM 503

This course provides a practical approach to understanding investment management. Students analyze characteristics of various asset classes such as stocks, bonds, real estate, and derivative securities. Fundamental and technical security analysis topics are also explored. An investment research project and participation in ongoing current discussions are expected in this course.

FIN 524 Health Administration Finance 3 Hours
Prerequisites: FIN 510 or MGT 579 or equivalent. Undergraduate: FIN 315.

This course covers several topics related to the financial management of health services organizations. The course will begin with a brief review of basic accounting and finance concepts and a discussion of the financial environment for health care organizations. Students will be introduced to health care reimbursement, cost containment strategies, revenue determination, capital project analysis, and business ethics challenging financial managers.

Course Descriptions

FIN 525 Risk Management 3 Hours *Prerequisite: None*

This course is an examination and analysis of risk management and its application to various forms of insurance. Students learn the basics of life, health, casualty, and disability insurance, as well as the legal aspects of insurance, government regulation, and property and liability contracts to provide them with essential tools for effective risk management.

FIN 526 Derivatives and Risk Management 3 Hours *Prerequisites: FIN 510 and FIN 521*

This course is designed to provide a solid foundation in the principles, operation, and understanding of derivatives, derivative markets, and their many uses as tools to assist with corporate decision making. Such areas of interest include risk reduction, hedging, and speculation that facilitate various corporate investing and financing decisions. The course attempts to strike a balance between the theoretical foundations and practical applications of derivatives that are so necessary and important to industry and business. Options, futures, and forward contracts will be the primary focal points of the course along with the presentation and utilization of various swap contracts and their implications for corporate decision making. Special topics such as the accounting, legal, and tax issues are discussed to further enhance a broad understanding of derivatives and their business applications.

FIN 532 Portfolio Analysis 3 Hours *Prerequisite: FIN 521*

An examination of the allocation of assets and portfolio objectives. Students learn various management techniques, program trading, and market timing to increase their understanding of what makes up successful portfolios. The use of derivative products in constructing portfolios is also studied, and students learn to differentiate between the objectives and constraints of various institutional investors (i.e., retirement funds, mutual funds, and insurance companies). Students also gain an understanding of how to recommend appropriate asset classes to accomplish predetermined goals.

FIN 550 Case Studies in Corporate Finance 3 Hours *Prerequisites: FIN 506 and FIN 510*

This course utilizes a case study approach for financial analysis and problem solving. Students will explore a variety of corporate situations in order to make applications from current theory and practice. Case studies have been selected that typify issues confronting financial managers, including corporate performance; strategic financing; cost of capital; financial leverage and capital structure; financial distress; and valuation of an acquisition target.

FIN 580 Financial Planning Applications and Case Study 3 Hours

Prerequisites: FIN 502, FIN 521 (or FIN 503 for PFP Certificate students), FIN 525, TAX 535, TAX 536 and TAX 537.

This is the capstone course in the financial planning program. The course will explore the application of the financial planning process and various techniques to individual client types and circumstances from an interdisciplinary perspective, utilizing the body of knowledge from each of the preceding six courses in the curriculum.

FIN 581 Directed Study in Finance 1 - 3 Hours – 583

Prerequisite: Written permission of the department chair.

This course is designed to allow the student an opportunity to investigate a financial topic not otherwise studied in their curriculum. The directed study can be approved for one, two or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

FIN 584 Internship in Finance 3 Hours

Prerequisite: Written permission of the department chair. Students must have a minimum cumulative GPA of 3.000.

This elective course gives students who have secured finance internships the opportunity to earn credit. The student must be employed in a part-time or full-time finance position. Students will be required to prepare a comprehensive written report or project; maintain a daily activity log, and submit a supervisor/intern evaluation of the learning process. Finance internship can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

FIN 585 Seminar in Finance 3 Hours

Prerequisite: Announced with each course offering.

This course provides an in-depth coverage of selected topics of current or special interest in the field of finance. Students are introduced to new and current topics and explore areas such as Latin American business.

FIN 587 Business Valuation 3 Hours

Prerequisites: FIN 506 and FIN 510

This course offers an advanced overview of the concepts, theories, and practices of business valuation. Students develop the ability to successfully engage in this important aspect of the business world by discussing and reviewing various valuation approaches; company information-gathering methods; economic and industry analysis; and financial statement analysis. Discussions of appropriate discounts; valuations for special purposes; and other relevant topics essential to sound business valuation are also conducted.

Course Descriptions

FIN 589 Certified Treasury Professional Preparation Course 3 Hours

Prerequisite: FIN 510

This course is an allowable elective for MSF and MBA students who are interested in preparing for the Certified Treasury Professional Exam. To learn more, visit the Association for Financial Professionals Web site at www.afponline.org. This course explores from a practical perspective the tools used in managing the treasury function of an organization to include instruments to finance the organization through bank financing, money, and capital markets. Risk is explicitly analyzed and used as a tool in establishing risk-return parameters for the organization.

FIN 590 Mergers and Acquisitions 3 Hours

Prerequisites: FIN 506 and FIN 510

The course provides an in-depth study of mergers and acquisitions (M&A). It is designed to develop advanced M&A skills with extensive focus on the disciplines currently used by professionals in the field. The class will cover the history of M&A; financial analysis; M&A strategies; creating value through M&A; the fundamentals of a deal transaction; legal issues; valuation models; and designing and evaluating transactions. Other subject areas studied are the optimal deal structure of transactions, designing financing structures, developing pro forma forecasts, valuation protections, the due diligence process, negotiations, defensive and offensive strategies, and communicating the deal. At the conclusion of this course, a successful student should have gained a level of competency in M&A commensurate with an entry-level investment banking associate in M&A.

Information Assurance

IA 500 Seminar on Public Sector Security Issues 3 Hours

Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA students only.

The federal government is developing many standards and practices for security practitioners to follow if they work with federal, state, or local government electronic assets. This class will examine the certifications, accreditation processes, and regulations imposed by the federal government for security professionals to follow. Lectures, special projects, and business case analysis will be utilized by the students to learn the material.

IA 510 Secure System Architecture and Design 3 Hours

Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA students only.

This class will focus on advanced architecture and design concepts for large, heterogeneous networks, as well as special design issues for specific technologies such as virus controls, DDoS, Identity Management, Intrusion Prevention, VOIP, convergence, and other current technology advancements.

IA 520 Ethics and Legal Issues for Security Practitioners 3 Hours

Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA and non-degree certificate students only.

This session will build on the experiences obtained in the previous security classes in order to challenge students to apply proper behavioral responses to challenging “real-world” situations. Business case study and group projects will explore the issue of ethical challenges and legal issues that face security practitioners. This class will show students how to understand and evaluate the impact of these legal and ethical issues on their ability to do their jobs responsibly. Privacy and security legal issues will be explored, along with specific regulations such as HIPAA, GLBA, Sarbanes-Oxley, Patriot Act, FISMA, GISRA, and others. Techniques for planning, managing, and implementing strategies based on these regulatory requirements will be discussed.

IA 530 Authentication Technologies and Standards 3 Hours

Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA and non-degree certificate students only.

Authentication and encryption techniques are the cornerstone for protecting electronic access to information. This class will explore in depth the capabilities and issues involved with designing and implementing various authentication and encryption schemes for security practitioners. Protocols, standards, and approaches will be explored in hands-on labs and research to provide a deep understanding of how to protect the confidentiality, integrity, availability, and non-repudiation of information.

IA 540 Intrusion Techniques and Defenses 3 Hour

Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574. Open to MSIA and non-degree certificate students only.

This session will introduce the student to common attack techniques and mitigating countermeasures. The student will gain an understanding of common attacks on Web sites, database structures, Internet services, TCP/IP services, people, and other important elements of an organization's infrastructure. In addition to understanding how attacks work, students will be taught how to not only recognize these attacks, but to also defend themselves against such attacks.

IA 545 Physical Security 3 Hours

Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574.

This session will focus on traditional physical security threats and countermeasures, as well as some of the newer “convergence” issues and technologies that have been developed since 9/11. Physical security mechanisms covered during this class include people, data, equipment, systems, and facilities.

Course Descriptions

IA 547 Seminar on Business Continuity Planning 3 Hours

Prerequisites: BIT 546, BIT 571, BIT 572, BIT 573, and BIT 574.

Ensuring a business can survive a catastrophic event is an important element of strategic planning for businesses today. This class will examine the steps needed to design, implement, and test a business continuity plan. Businesses large and small also have many different legal and regulatory challenges facing them today. Executive responsibility for doing business in the electronic age will be examined, as well as fraud techniques and case studies involving incident response and recovery.

IA 551 The Law and Digital Crime 3 Hours

Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540 and IA 545. Open to MSIA and non-degree certificate students only.

Students will study how digital crime is committed, the different types of crime definitions, and legal issues surrounding using computers to commit a crime. An overview of forensic investigation techniques will be presented, along with an overview of the process for the collection, analysis, and preservation of evidence for a trial. Working with both the private and public sectors (police, lawyers, corporate legal counsel, etc.) will be examined during this course.

IA 552 Introduction to Structured Digital Forensics 3 Hours

Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, IA 547 and 551. Open to MSIA and non-degree certificate students only.

A complete overview of the digital forensics process will be presented for students to evaluate and comprehend. Tool sets, procedures, and working with law enforcement will be examined to show students how digital forensics is conducted. Case file analysis, interview techniques, and court testimony (expert witness) will be covered during this class.

IA 553 Conducting a Cyber Crime Investigation I 3 Hours

Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, IA 547 and 551. Open to MSIA and non-degree certificate students only.

An intermediate-level class that will build upon the techniques and skills previously learned. Heavy emphasis will be placed on using techniques and tool sets to collect and analyze evidence. Forensic case studies will be performed during this class.

IA 554 Conducting a Cyber Crime Investigation II 3 Hours

Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, IA 547, IA 551, IA 552 and 553. Open to MSIA and non-degree certificate students only.

An advanced-level class that will build upon the techniques and skills previously learned. Heavy emphasis will be placed on the soft skills required to conduct an investigation, as well as working with law enforcement and lawyers to support cases. Forensic case studies will be performed during this class.

IA 561 Introduction to Developing an Audit and Governance Plan 3 Hours

Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540 and IA 545. Open to MSIA and non-degree certificate students only.

This class introduces the student to security and risk-based frameworks, regulatory requirements, and global compliance issues. This class will introduce the skills necessary to perform compliance audits that require globally applicable standards that apply specifically to information systems in various industries. An introduction to data analytics, SQL, and the use of computer assisted audit tools and techniques (CAATs) will be covered in this course. An overview of the audit process will be covered through the use of business case analysis and real-world audit projects.

IA 562 Compliance Audit and Tools 3 Hours

Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, IA 547 and IA 561. Open to MSIA and non-degree certificate students only.

This class will focus on auditing new risks introduced by new technology, global business, Web 2.0 applications, and mobility. Tools, techniques, and processes utilized to perform an organizational risk-based IT or compliance audit will be covered. Students will build on information from previous courses using data analytics to complete a mock audit of an organizational IT environment and produce a final audit or risk report. Students will be introduced to the six domains required for the CISA certification.

IA 563 Using Risk Assessment & Informatics for Effective IT Audit 3 Hours

Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, IA 547 and IA 561. Open to MSIA and non-degree certificate students only.

This class continues to add to the knowledge obtained previously. Additional tools, techniques, and processes utilized to perform an organizational IT or compliance audit will be covered. Computer assisted audit techniques will be used to improve the audit process. Students will explore data mining techniques to reduce the costs and increase the efficiency of IT audit. These techniques will focus on data extraction, data analysis, and statistical modeling applied to the audit process. Various types of organization audit, compliance, global regulations, fraud and risk assessments will be covered. Students will complete a simulated audit of an organizational IT environment and produce a final audit or risk report.

IA 564 Practicum – Conducting an IT Audit 3 Hours

Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, IA 545, IA 547, IA 561, IA 562 and IA 563. Open to MSIA and non-degree certificate students only.

Students will be presented with a case study for an organization and will have the semester to perform an actual audit of security and risk controls. Auditing procedure will be covered and documented, as will the approaches used to finalize any recommendations as an outcome. Students will complete the

Course Descriptions

hands-on case study using computer assisted audit tools and techniques (CAATs) for data analytics. Students will also prepare an audit plan based on risk framework, IT assurance, and regulatory compliance. This session builds upon the previous classes and provides the student with a mechanism with which to apply all of the techniques learned.

IA 570 CISO Skills 3 Hours
Prerequisites: IA 500, IA 510, IA 520, IA 530, IA 540, and IA 545. Open to MSIA and non-degree certificate students only.

This final class in the CISO track will examine issues faced by CISOs every day. Guest lecturers and speakers from industry will be utilized in combination with lectures, business case studies, and special projects to learn the skills that CISOs need to excel at their jobs.

IA 581 Directed Study 1 – 3 Hours
– 583 in Information Assurance
Prerequisite: Written permission of the department chair. Open to MSIA students only.

This course provides students with an opportunity to investigate an information assurance topic not otherwise studied in their curriculum. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

IA 590 Information Assurance Capstone 3 Hours
Prerequisite: Completion of a minimum of 30 credit hours in MSIA program. Open to MSIA students only.

This will be the final class that will be utilized to encapsulate all of the knowledge obtained during the degree process in the form of a capstone student project.

International Business

IB 514 Foundations of International Business 3 Hours
Prerequisite: None

This course provides the student with key business skills to conduct business in the global setting. The student will develop a framework for analyzing decisions made by business in an international context. The framework developed will provide the basis for developing strategies that will enable business to succeed in the global business environment. Topics covered will include import/export procedures; international sourcing and procurement; cross-cultural business negotiations; and effective selling in the international marketplace.

IB 535 International Management 3 Hours
Prerequisite: None

An overview of issues confronting managers in dealing with international joint ventures, alliances, licensing agreements, and other related management issues. Students will gain a greater awareness of both the cultural and global implications of doing business. Students are introduced to economic policies of

governments and multilateral organizations such as the WTO, the IMF, the World Bank, and the United States Agency for International Development.

IB 562 Culture and Doing Business in China 3 Hours
Prerequisite: None

An overview of China's geography, political structures, history, language, and social and business customs.

IB 563 Culture and Doing Business in the European Union 3 Hours
Prerequisite: None

An overview of the geography, political structures, history, language, and social and business customs of the European Union.

IB 564 Culture and Doing Business in India 3 Hours
Prerequisite: None

An overview of the geography, political structures, history, language, and social and business customs of India.

IB 565 Culture and Doing Business in Japan 3 Hours
Prerequisite: None

An overview of the geography, political structures, history, language, and social and business customs of Japan.

IB 567 Culture and Doing Business In Middle East 3 Hours
Prerequisite: None

An overview of the geography, political structures, history, language, and social and business customs in Middle East.

Master of Business Administration

MBA 581 Directed Study 1 – 3 Hours
– 583
Prerequisite: Written permission of the department chair.

A student wishing to investigate a topic not otherwise studied in the curriculum may elect a one to three-semester credit-hour directed study course. In general, a directed study will earn general elective credit and may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MBA 588 Internship 3 Hours
Prerequisite: Written permission of the department chair.

This elective course gives students who have secured an internship the opportunity to earn credit. The student must be employed in a part-time or full-time position. Students will be

Course Descriptions

required to prepare a comprehensive written report or project; maintain a daily activity log, and submit a supervisor /intern evaluation of the learning process. Internships can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MBA 670 Strategic Management Concepts Capstone 3 Hours

Prerequisites: FIN 510, QM 515 and MGT 555. Open to MBA students only.

This capstone course focuses on how a firm defines its competitive advantage, including the development of activities, resources, and capabilities that will enable the firm to sustain that advantage in a changing environment. Students learn to identify and analyze competitive forces determining industry profitability, competitive position, opportunities and challenges, and to define strategy.

Management

MGT 201 Principles of Management 3 Hours

Prerequisite: None

This course introduces the fundamental principles of management and traces its development from classical beginnings to its present concepts and styles. Students discuss current management practices and future trends, and review applicability of management skills to all businesses and professions.

MGT 303 Behavioral Management 3 Hours

Prerequisite: MGT 201

This course explores individual and group workplace behavior in a dynamic and rapidly changing environment. Students analyze the cause and effect of behavior and interrelationships between people in their roles within organizational settings. Students also discuss strategies for effective relationships and productive responses to change.

MGT 404 Human Resources Management 3 Hours

Prerequisites: BL 420 and MGT 201

This course examines the managing and interrelating of people within an organization. Students discuss the process of selecting people to meet job requirements; responsibility for improving both the capabilities of people to perform their roles and their responsiveness to the needs of the organization; and how to develop efficient managers.

MGT 405 Management and Labor Relations 3 Hours

Prerequisite: MGT 404

This course examines the framework of management and labor relations. Students review the collective bargaining process; key issues in management; labor relations; negotiation of the management-union contract; and performance issues.

MGT 410 Production and Operations Management 3 Hours

Prerequisites: MGT 303 and QM 301

In this course, students will become familiar with the tools used by the production and operations functions within a business. Students apply the systems approach to understanding various sub-functions of the production system, including interrelationships among the subsystems. Students review production concepts and productivity management, plus related topics such as production planning; process planning; capacity planning; facility planning; material requirement planning; inventory control work; quality control; and maintenance.

MGT 453 Organizational Leadership 3 Hours

Prerequisite: MGT 303

This course explores the leadership of modern organizations. Students assess historical and contemporary theories of leadership, and the relationships between the leaders and followers within an organization. Students also discuss the effectiveness of various leadership styles, as well as a leader's impact on organizational structure; culture; decision-making processes; communications; and goal attainment.

MGT 455 Globalization and Diversity 3 Hours

Prerequisite: None

This course is designed to explore and examine the world of work as seen through a multicultural lens. Special emphasis will be placed on the dynamic global changes that have brought about a socially diverse workforce and how the interplay of economics, legislation, politics, and consumerism have created an interconnecting system of cultures and points of view consistently acted out in the 21st century work environment. A theme dominated approach will be used to synthesize broad topics into manageable content and provide the student with a framework in which to critically analyze each topic area.

MGT 470 Public Administration / Governmental Management 3 Hours

Prerequisite: MGT 303

This course provides insight on governmental functions at the local, state, and federal levels. Students review the principles and analyze problems of managing a government or other non-profit organization. Students also learn the differences and similarities of managing governmental or non-profit versus profit entities, including the objectives of public service.

MGT 471 Small Business Management 3 Hours

Prerequisite: MGT 303

This course focuses on the general concepts of small business. Students examine credit practices, franchising, location, inventory, and other topics particularly crucial in a small business setting. The case method approach is emphasized in this course.

Course Descriptions

MGT 475 International Management 3 Hours
Prerequisite: MGT 201

This course provides an overview of issues confronting managers in dealing with international joint ventures; alliances; licensing agreements; and other related management issues. Students will gain a greater awareness of both the cultural and global implications of doing business. Students are introduced to economic policies of governments and multilateral organizations such as WTO, IMF, and the World Bank.

MGT 481 Directed Study in Management 1 – 3 Hours – 483

Prerequisite: Written permission of the department chair.

This course is designed to allow the student an opportunity to investigate a management topic not otherwise studied in the curriculum. The directed study can be approved for one, two, or three semester hours of credit. Students must initiate the request to pursue a directed study through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MGT 485 Process Improvement / Benchmarking 3 Hours

Prerequisite: MGT 201

This course provides the student with the understanding, tools, and methods currently used to implement process improvement and benchmarking activities in an organizational or small business setting. Students review related concepts and analyze the cost of quality and continuous improvement strategies in order to implement change.

MGT 488 Management Internship 3-9 Hours

Prerequisite: MGT 303; Personal interview and written permission of department chair required. Students must have a minimum GPA of 3.000.

This course provides the student with an opportunity to further develop their practical knowledge of management. Students will conduct an internship for credit and up to 40 hours of weekly work assignments. BBA Management students are allowed a maximum of nine (9) credit hours in internship courses toward graduation requirements.

MGT 501 Management, Organizational Learning and Change 3 Hours

Prerequisite: None

This course explores the basic understandings and skills necessary for leading or managing organizations by building capacities for organizational learning. Special emphasis is placed upon the use of scientific, hermeneutical, and systems thinking. Students learn how to develop a “learning organization” approach that facilitates ongoing strategy formation, implementation, evaluation, change management and continuous improvement efforts within an organization. The focus throughout the course is on application, action, and achieving effective execution. Students begin to

acquire skills for leading and managing through collective learning activities by applying the course studies to their personal and professional situations. The course also reviews many of the basic functions, roles, methodologies, and skills involved in leading and managing organizations.

MGT 530 Ethics in a 21st Century Complex World 3 Hours

Prerequisite: MGT 501

This course examines theoretical and pragmatic issues facing organizations and leaders today. Students study emerging concepts, strategies, and techniques in understanding and addressing issues of organization, citizenship, and global sustainability. The goal is to fully comprehend and apply the principles of ethical leadership in a highly interconnected global economy. These principles are essential to navigating business in the 21st century - where unintended consequences, unforeseen opportunity, and surprise become the rule rather than the exception. Critical thinking; agile decision making for complex organizational systems; philosophy of ethics; and communications are among the recurring themes.

MGT 555 Global Human Resources Management 3 Hours

Prerequisite: MGT 501

This course focuses on the overall Human Resource function. How organizations acquire, develop and retain an effective workforce will be explored; developing skills in managing employees rather than on training personnel specialists. Topics include requirements analysis, designing work for individuals and teams, selection and training, compensation and recognition, organization development and health, safety and security. Additionally, consideration is given to employee/labor relations, diversity, and the contracting of employees and employee services in a global environment.

MGT 556 Organizational Design 3 Hours

Prerequisite: MGT 555; Undergraduate: MGT 404

This course explores the nature, type, structure, and function of a modern organization. Students compare the formal and informal structures and relationships and the closed and open systems within an organization. Students also discuss concepts of power and conflict as they relate to both internal and external associations. Students also learn the methods and tools for designing organizations to align with the business strategies set forth by a given organization.

MGT 557 Labor Relations 3 Hours

Prerequisite: MGT 555

This course deals with developing and maintaining effective management-labor relationships. Students become familiar with the history and trends of the labor movement, collective bargaining unit, grievance resolution, and employee involvement in company management.

Course Descriptions

MGT 558 Managing Employee Development and Training 3 Hours

Prerequisite: MGT 555; Undergraduate: MGT 404

Assessing employee and training strategies from a management perspective are explored in this course. Students focus on the development of an organization training strategy through innovation, needs analysis, training design, and program evaluation. The course also surveys training methodologies, instructional design, and e-training and related technologies for effective management of programs.

MGT 559 Managing Total Compensation 3 Hours

Prerequisites: MGT 555 and QM 515; Undergraduate: MGT 404 and QM 301

This course is designed to review the importance of total compensation in today's business environment. The course content will focus on management's role in administering equitable, incentive-based compensation practices and plans and employee benefits programs. Students will have the opportunity to explore contemporary approaches to total compensation, including topics such as performance-based pay practices; job analysis and evaluation; internal consistency and external competitiveness; salary surveys; incentive systems; performance appraisals; and benefits programs. Discussion of relevant regulatory practices, laws, and the importance of strategic compensation will also be covered. Students completing the course will be expected to have acquired an understanding of how total compensation influences employee motivation and productivity.

MGT 565 Operations Management 3 Hours

Prerequisite: QM 500 or QM 503.

This course covers the management and integration of production resources. Students learn how to deal with increasing effectiveness and efficiency in the selection of site and facilities; process; equipment and layout; organization and training; and structure and methods of distribution.

MGT 569 Health Care Policy, Law and Ethical Issues 3 Hours

Prerequisite: None

The course is designed to present a broad foundation of the public and private health care industry and health care delivery in the United States. Basic legal and ethical issues are presented as they impact the provider and recipient of health care. Students will have the opportunity to explore the U.S. health care delivery system, legal and ethical issues related to accreditation, licensure and medical fraud. The course will combine readings, discussions and assignments that incorporate ethical considerations related to laws and professional responsibility that may stimulate ideas to enhance an effective and efficient health care system without decreasing quality and access for those in need of health care services.

MGT 574 Quality Assurance for Health Services 3 Hours

Prerequisite: None

QA can be defined as all activities that contribute to defining, designing, assessing, monitoring, and improving the performance of health services and health providers so that care is as effective as possible. The course will apply the theories and methods of QA to the quality of health services. Four core principles will guide the activities: 1. Focus on the client, 2. Focus on systems and processes, 3. Focus on measurement and 4. Focus on teamwork. The course will also apply a framework, called the Model for Improvement, which will guide the learning and actions for all QA activities.

MGT 579 Finance for Non-Financial Managers 3 Hours

Prerequisite: None. Open to MM students only.

This course provides an overview of the nature and scope of financial management of the firm. The course begins with a discussion of the accounting process and the creation and analysis of financial statements. This is followed by a variety of finance concepts used for analysis, planning, and decision making. Topics include an overview of capital budgeting; cost of capital; financial planning and forecasting; and working capital management.

MGT 580 Secure Management 3 Hours

Prerequisite: None. Open to MM and MSIA students only.

This course focuses on the integration of security into general management. Security is an important aspect of operational and project management. This course will cover human resource management, homeland security, data security, and the protection of intellectual property. The students will be introduced to current initiatives in homeland security.

MGT 581 Directed Study in Management 1 – 3 Hours – 583

Prerequisite: Written permission of the department chair.

This course is designed to allow the student an opportunity to investigate a management topic not otherwise studied in the curriculum. The directed study can be approved for one, two, or three semester hours of credit. Students must initiate the request to pursue a directed study through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MGT 585 Seminar in Management 3 Hours

Prerequisite: Announced with each offering of the course

This course provides an in-depth coverage of selected topics in the management field.

Course Descriptions

MGT 588 Internship in Management 3 Hours

Prerequisite: Written permission of the department chair.

This elective course gives students who have secured management internships the opportunity to earn credit. The student must be employed in a part-time or full-time management position. Students will be required to prepare a comprehensive written report or project; maintain a daily activity log, and submit a supervisor /intern evaluation of the learning process. Management internships can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MGT 590 Contemporary Managerial Issues 3 Hours

Prerequisite: Completion of a minimum of 24 credit hours in the MM program.

This course is the capstone of the Master in Management degree program. Taken in the final semester, it integrates all elements of management and includes a capstone project illustrating how an organization should be strategically managed. A strategic management model will be taught using lectures, discussions, cases and current events in management.

MGT 700 Doctoral Studies Seminar 3 Hours

Prerequisites: Admission to the DM program. Open to DM students only.

This course will give students the tools to succeed in the Doctor of Management program. Students will gain an understanding of the doctoral program's goals, structure, and culture including dissertation requirements, human subjects' research requirements, and submission timelines. Strategies for successfully engaging in doctoral learning and building an effective doctoral community will be emphasized. Students will become familiar with doctoral faculty as well as their professional and research expertise. The course will emphasize the importance and value of research in management, leadership, and organizational change.

MGT 702 Creating Organizational Value through Knowledge and Intellectual Capital 3 Hours

Prerequisite: Admission to the DM program. Open to DM students only.

This course surveys the various forms of capital that leaders and managers use to create value for the market. It then focuses upon how best to utilize intangible assets, or intellectual capital, to create value in contemporary organizations. Some attention is given to theories of knowledge, to how individuals and organizations learn, to how knowledge is acquired, interpreted, and applied most effectively and efficiently, and to how and why knowledge has become the most potent driver of value, or wealth creation, in 21st century organizations. In addition, this course helps to lay a conceptual foundation for doctoral dissertation research.

MGT 706 Evolution of Economic, Leadership, 3 Hours and Managerial Thought in Society

Prerequisite: Open to DM students only.

This course traces the evolution of economic, social, and political thought through history in order to provide a context of understanding how modern global society developed to where it is today. Special attention will be given to the forces and reinforcing feedback processes that have driven the trajectory of historical and societal development, so that many of these can be understood and used by contemporary leaders to propel the progress of 21st century organizations. Within this larger context, the evolution of organizational forms and structures, and the evolution of leadership and managerial thought, will be surveyed.

MGT 710 Research Methods I – Quantitative Methods 3 Hours

Prerequisite: Open to DM students only.

This course is a combination of quantitative research methods, Six Sigma and statistical process/quality control, multivariate statistics, and forecasting. The course assumes the doctoral student has had a graduate-level statistics/quantitative methods course covering parametric statistics and hypothesis testing.

MGT 720 Research Methods II – Qualitative Methods 3 Hours

Prerequisite: Open to DM students only.

This course explores non-statistical forecasting and other qualitative research methods. Qualitative research methodologies have become more prevalent in research as a viable and valid form of inquiry, especially as they pertain to human behavior in organizations. Qualitative research techniques examined include survey research; action research; ethno-methodology; participation research; grounded theory; and phenomenological research. Nonparametric statistical analysis will also be examined.

MGT 725 Issues of Globalization 3 Hours

Prerequisite: Open to DM students only.

This course explores, researches, and analyzes contemporary issues facing leaders in the global environment. Specific emphasis will encompass global leadership theories, contemporary issues, and their application to strategic decision-making. Students will learn and practice how to think in a global context.

MGT 730 Executive Decision-Making and Leadership 3 Hours

Prerequisite: Open to DM students only.

This course explores the complex nature of higher-level decision making by senior managers and leaders of the 21st century business organizations. The evolving global expansion of business has created a critical shift in the way business is conducted. Strategic decision-making encompasses more than just facts and intuition. Leaders of complex, global organizations are expected to use a variety of tools and resources to assist in implementing thorough and timely decisions that help maintain a competitive edge.

Course Descriptions

MGT 736 Strategic Management for Executive Leaders 3 Hours

Prerequisite: Open to DM students only.

This course integrates all enterprise functions internal to the organization and looks at strategy formulation and strategy implementation within the context of the external environment and the stakeholder environment as a CEO or strategic leader would. The course looks at strategic management as a process within the strategic operations of an enterprise. The course will consist of lectures, reading of the Wall Street Journal, Financial Times and The Economist, cases and a comprehensive assessment of an organization that will need to be researched for the final paper. In addition, there will be weekly discussions and case studies.

MGT 741 Innovation Management 3 Hours

Prerequisite: Open to DM students only.

This course explores the use of innovation, through the application of systems theory, as a main driving force in contemporary organizations. The interconnections between business cycles and executive planning will be examined through case studies from business and government sectors. The course will focus on strategies for driving internal innovation with specific attention paid to the fundamentals of new product development.

MGT 746 Marketing Strategy, Structures and Systems 3 Hours

Prerequisite: Open to DM students only.

The extensive use of information technologies, the emergence of new markets and increasingly complex consumer behavior are all causing fundamental changes in the way organizations market their products and services. This course explores methodological and behavioral perspectives of marketing management with particular emphasis on customer, market and business relationships.

MGT 751 Managing Change and Sustaining Success 3 Hours

Prerequisite: Open to DM students only.

This course researches the critical leadership philosophy, attitudes, concepts, techniques, and best practices for successfully managing change in organizations through a variety of individual and team-based methods. Topics include: leading theories and practices for change through continuous strategy formulation, implementation, and evaluation; changing and adapting an organization's structure and culture through organizational learning systems; developing and nurturing individuals going through and affected by change experiences; and achieving individual and organizational execution for successful change management efforts. Students will effectively apply the key concepts of the course and acquire and/or enhance critical skills by leading some individual and/or organizational change initiative.

MGT 760 Executive Analysis of Economics and Financial Models 3 Hours

Prerequisite: Open to DM students only.

This course explores various economic and financial models used for business analysis. An advanced overview of the concepts and theories necessary for executive-level decision making will be provided.

MGT 765 Leadership and Strategic Communication 3 Hours

Prerequisite: Open to DM students only.

This course will focus on the global leader's ability to use a variety of communications methods to convey a visionary message effectively. Special emphasis will be placed on the assessment of leader style in managing relationships with various stakeholders and communicating organizational response during crisis.

MGT 790 Doctoral Practicum and Applied Research Project 3 Hours

Prerequisites: MGT 710 and MGT 720. Open to DM students only.

This directed study course allows the doctoral student to test the theory and knowledge gained from courses through application and development of a portfolio project. Possible topics of projects may include consulting opportunities through the Walsh Institute or conducting leadership living case studies related to the student's employer or interested organization.

MGT 792 Research Design and Data Analytics 3 Hours

Prerequisite: Open to DM students only .

This course focuses on the design of research by examining methods of collection, processing, analysis, and interpretation of relevant data. Survey selection, instrumentation design, pilot testing, and analysis will also be discussed with specific attention to reliability and validity of instruments. The course will presents an array of quantitative techniques used by leaders to make organizational decisions with an emphasis on interpreting analytical results.

MGT 795 Proposal and Dissertation Process 3 Hours

Prerequisite: Open to DM students only.

This course serves to conceptualize the steps in the proposal preparation, research, and dissertation writing process. The course will focus on the required formats for proposals and dissertations at Walsh College. Students will delineate dissertation problem statements, structure hypotheses and research questions, draft the literature review section with proper citation style, and design and defend appropriate research methodology. The intended outcome of this course is the dissertation proposal, ready for presentation to the student's dissertation committee.

Course Descriptions

MGT 796 **Dissertation Research I-IV** **12 Hours**
- 799

Prerequisite: MGT 795

MGT 801 **Dissertation Extension I-IV** **1 Hour**
- 804

MGT 805 **Dissertation Extension V-VIII** **1 Hour**
- 808

Marketing

MKT 202 **Principles of Marketing** **3 Hours**
Prerequisite: None

This course examines the principles, concepts, and practices of marketing products and/or services in organizations. Students will learn how the marketing mix (i.e., product, price, promotion, and distribution) impacts the achievement of corporate goals and objectives. Students will also assess legal, regulatory, consumer/socioeconomic, internal, and external environmental factors; forecasting; and resource availability and utilization considerations in the marketing-management-decision-making processes.

MKT 307 **Marketing Management** **3 Hours**
Prerequisite: MKT 202

This course studies market analysis concepts and provides the methods and tools for establishing appropriate information used in effective marketing decision-making. Students will expand their knowledge of basic marketing principles; discuss the tools for marketing problem analysis; and examine strategically oriented cases. Students will learn analysis, planning, and implementation, and will prepare an original marketing plan. Analytical decision-making is emphasized in this course.

MKT 309 **Advertising and Promotional Management** **3 Hours**
Prerequisite: MKT 202

This course examines the role of managing the promotional aspect of the marketing function from the perspective of the executive. Students review the theory of developing a promotional mix based upon consumer behavior and communication. Advertising, sales promotion, public relations, and the management of the total marketing mix will also be explored.

MKT 415 **Consumer and Buyer Behavior** **3 Hours**
Prerequisite: MKT 202

This course addresses the economic, psychological, sociological, and anthropological variables associated with consumer and buyer behavior. Students learn the basic factors influencing consumer behavior; the models used to explain this behavior; and the implications of these marketing concepts and public policy issues. Discussion and analysis of consumer behavior attributes are also explored, including motivation, perceptions, attitudes, beliefs, personality, reference groups, demographics, lifestyle, cultural factors, and others.

MKT 425 **Sales Management** **3 Hours**
Prerequisite: MKT 202

This course examines the organization and administration of a firm's selling efforts. Students will discuss recruitment selection; training; compensation; evaluation; budgeting; market assessment; segment analysis; territory alignment and quotas; and development and motivation of the sales force.

MKT 435 **Marketing Research** **3 Hours**
Prerequisites: MKT 202 and QM 301

This course introduces market research concepts and techniques for collection, analysis, and interpretation of data for effective marketing decisions. Students learn problem definition; research design; questionnaire construction; sampling; attitude scaling; and statistical analysis. Students will also evaluate and present their research findings.

MKT 445 **e-Marketing Communication** **3 Hours**
Prerequisite: MKT 202

This course surveys the use of the Internet as a global marketing communication tool. Emphasis is on using the Internet and new technology channels to interact with customers, locate marketing and corporate information, as well as to disseminate product and service information. Students will be introduced to marketing techniques using e-mail, discussion groups, and the World Wide Web. The final project is the analysis or construction of a simple Web site.

MKT 450 **Customer Relationship Management** **3 Hours**
Prerequisite: MKT 202

This course explores the art and science of assessing the value of a brand's customer relationships and strategies to effectively manage those relationships. Successful Customer Relationship Management strategies consider all aspects of the interactions a brand has with its customers and incorporates the implementation of specific practices to help a brand effectively manage its customer relationships. The essential role that marketing practices associated with the collection and use of customer data is explored in the broader context of CRM strategies.

MKT 453 **Social Media Strategies** **3 Hours**
Prerequisite: MKT 202

Online word of mouth, social search, buzz, and the influence of networks are changing the way businesses market to new and existing customer bases. As marketers, we must be ready to leverage social media and its many benefits to help our organization drive ROI, cut marketing costs, and enhance customer relationships. The focus of this class is on how to utilize social media from marketing, PR, customer, and sales perspectives. Lastly, we'll take a further look at social etiquette, policy, content strategy, tools, metrics, and legal implications.

Course Descriptions

MKT 460 Strategic Marketing 3 Hours

Prerequisites: MKT 309, MKT 415, and MKT 435

This capstone course enables students to apply all of the knowledge obtained during the marketing degree process to problems in high-level marketing decision-making. Through the analysis of cases, the student will design strategies to address a variety of marketing situations including marketing as a business value creation process, target market selection and positioning, development of integrated marketing programs, creation and cultivation of brand identity, and the establishment of long-term marketing advantages.

MKT 481 Directed Study in Marketing 1-3 Hours – 483

Prerequisite: Written permission of the department chair.

This course is designed to allow the student an opportunity to investigate a topic not otherwise studied in the curriculum. The directed study can be approved for one, two, or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MKT 487 Not-For-Profit Marketing 3 Hours

Prerequisite: MKT 202

This course focuses on the necessary skills and effort involved in managing a non-profit organization. Students will develop hands on experience at the work site under the supervision of the instructor. Scheduled trips to non-profit businesses located in the Detroit metropolitan area are conducted.

MKT 488 Marketing Internship 3–9 Hours

Prerequisites: MKT 202; Personal interview and written permission of Department Chair required. Students must have a minimum GPA of 3.000.

This course provides the student with an opportunity to further develop their practical knowledge of marketing. Students will conduct an internship for credit and up to 40 hours of weekly work assignments. BBA-Marketing students are allowed a maximum of nine (9) credit hours in internship courses toward graduation requirements.

MKT 540 Global Marketing 3 Hours

Prerequisites: None. Undergraduate: MKT 202 and MGT 303

An examination of the tools available to marketers to execute strategic decisions, including pricing, promotions, distribution, and sales management. Students will learn when to use different marketing strategies and when to standardize or adapt elements of the marketing mix.

MKT 541 Strategic Communication and Public Relations 3 Hours

Prerequisite: None. Undergraduate: MKT 202 and MGT 303

This course involves students in the elements of message design, creation, and transmission of various modes of business

communications. Students will examine and differentiate forms of authoring while building communication skills for internal and external audiences. Varying formats will include document types such as marketing, crisis communication, image and mission, and social responsibility as well as customer documents, compliance auditing, digital documentation, newspaper releases, training materials, and other media and business documentation. Composition guidelines will be provided and used in developing various messages. The design of persuasive, informational, narrative and other categories of organizational messages are studied and practiced.

MKT 542 Consumer Insights 3 Hours

Prerequisite: QM 500 or QM 503. Undergraduate: MKT 202 and QM 301

This course explores the relationship between consumer decision making and the creation of a brand's competitive advantage. Students will explore how an understanding of merging trends can enhance marketing propositions and create brand value. Methodologies for generating and evaluating consumer insights, including qualitative and quantitative research techniques, will be explored.

MKT 545 e-Marketing Communication 3 Hours

Prerequisite: MKT 550. Undergraduate: MKT 202 and MGT 303

This course surveys the use of the Internet as a global marketing communication tool. Emphasis is on using the Internet and new technology channels to interact with customers, locate marketing and corporate information, as well as to disseminate product and service information. Students will be introduced to marketing techniques using e-mail, discussion groups, and the World Wide Web. The final project is the analysis or construction of a simple Web site.

MKT 550 Managing the Marketing Function 3 Hours

Prerequisite: None. Undergraduate: MGT 303 and MKT 202

This course examines how a business conveys the value of its product and services to customers. Students examine various methods to identify customer needs; product design; customer and product service; and communicating with current and potential customers. Students also analyze competition; consumer analysis; product pricing and promotion; channels of distribution; and company capabilities.

MKT 551 Consumer Behavior 3 Hours

Prerequisite: MKT 550. Undergraduate: MKT 202 and MGT 303

This course explores the factors affecting behavior in the acquisition of products and services. Students learn the general principles of individual, group, and family behavior as they relate to specific demographic differences and similarities within a given population. Students learn to identify methods of establishing consumer behavior patterns to project trends and to formulate appropriate marketing decisions.

Course Descriptions

MKT 553 Social Media Strategies 3 Hours

Prerequisite: MKT 550. Undergraduate: MKT 202

Online word of mouth, social search, buzz, and the influence of networks are changing the way businesses market to new and existing customer bases. As marketers, we must be ready to leverage social media and its many benefits to help our organization drive ROI, cut marketing costs, and enhance customer relationships. The focus of this class is on how to utilize social media from marketing, PR, customer, and sales perspectives. Lastly, we'll take a further look at social etiquette, policy, content strategy, tools, metrics, and legal implications.

MKT 573 Special Topics in Marketing 3 Hours

Prerequisite: MKT 550. Undergraduate: MKT 202 and MGT 303

This course addresses contemporary issues in marketing. Students examine capturing the voice of the customer; marketing's role in new forms of business organizations; opportunities in international marketing; considerations in commercial marketing; developing marketing information (databases, advertisements, interactive delivery); competitor analysis; and identifying strategic opportunities.

MKT 581 Directed Study in Marketing 1-3 Hours – 583

Prerequisite: Written permission of the department chair.

This course is designed to allow the student an opportunity to investigate a topic not otherwise studied in the curriculum. The directed study can be approved for one, two, or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

MKT 588 Internship in Marketing 3 Hours

Prerequisite: Written permission of the department chair.

This elective course gives students who have secured marketing internships the opportunity to earn credit. The student must be employed in a part-time or full-time marketing position. Students will be required to prepare a comprehensive written report or project; maintain a daily activity log, and submit a supervisor/intern evaluation of the learning process. Marketing internships can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

Quantitative Methods

QM 202 Statistical Methods for Business 3 Hours

Prerequisite: None

An in-depth study of descriptive statistical concepts, techniques, and tools applicable to business and business decision-making. Methods of collecting, summarizing, and describing data and related measures of central tendency and dispersion are

examined. Students describe and analyze data using measures of central tendency and descriptive statistical tools, including graphs and other comparative techniques. Topics include data types; probability; sampling; sampling distributions; and estimation.

QM 301 Statistical Inference for Management Decisions 3 Hours

Prerequisite: QM 202

Building upon the content of QM 202, this course focuses upon data interpretation through the use of inferential statistics. By the end of the course, each student will demonstrate the ability to select and use inferential statistical tools to analyze a variety of datasets from varying business-based application settings, and will justify, report, and interpret the results of such analyses. Students will apply these skills to critique and interpret research reports that are represented within business literature from various business settings. Students will also be introduced to quantitative methods involving differing probability distributions that require the use of less typical data analysis tools.

QM 500 Inferential Statistics Seminar 1 Hour

Prerequisite: Must have successful prior academic experience in descriptive statistics; contact the Admissions and Academic Advising office for details. Not open to undergraduate students. Cannot be taken for credit after completion of QM 503.

The course is an intensive, accelerated overview designed for individuals who have had previous coursework or documented equivalent experience in using inferential statistics, but whose previous coursework experience is more than seven years old. The course is offered in four consecutive half-day sessions, and is scheduled based upon student interest, need, and space availability. The course briefly overviews descriptive statistics, including data collection and tabulation, and measures of central tendency, etc. The majority of the course is devoted to data analysis and interpretation through inferential statistics. Assumptions underlying data to be analyzed, the appropriateness of various inferential statistical tests, the "match" of the statistical test to the data, and limitations attributable to varying assumptions underlying data interpretation are included.

QM 503 Inferential Statistics for Business Decision-Making 3 Hours

Prerequisite: None. Cannot be taken for credit after completion of QM 301, QM 515 or QM 500.

This offering is for students who have a good foundation in descriptive statistics and need an in-depth understanding of inferential statistics required for analysis and interpretation of business or business-related data. This course studies the use of inferential statistics in business involving data definition, collection, tabulation, analysis, and interpretation. The course reviews measures of central tendency and other descriptive statistics. The bulk of the course focuses upon data analysis and interpretation through inferential statistics. Topics include sampling; data types; parametric and non-parametric testing; levels of confidence; and time-series analysis. Students select the appropriate inferential tool and statistically analyze multiple assigned datasets. Students will also assess research based upon

Course Descriptions

the appropriateness of the statistics used and the data assumptions accepted, and critique published research.

QM 515 Quantitative Methods 3 Hours *Prerequisite: QM 500 or QM 503*

This course reviews statistics, mathematics, and decision theory that help clarify managerial problems and aid in selecting courses of action. Students will analyze and interpret numerical data for management decision-making, applying techniques such as data sampling; statistical inference; hypothesis testing; correlation studies; regression analysis; queuing models; distribution models; and decision theory.

Strategic Leadership

SL 500 Principles of Individual Leadership 3 Hours *Prerequisite: None*

This course will explore the fundamentals of individual leadership and the characteristics that leaders need to develop in order to be successful at managing change. Leadership styles and attributes such as honesty, determination, courage, inspiration, willingness to listen, ability to learn, dependability, loyalty, supportive behaviors, and intelligent decision-making will be studied in this course. Examples will be drawn from cases of leaders who succeeded through their individual efforts.

SL 510 Principles of Team Leadership 3 Hours *Prerequisite: None*

This course will examine the principles of team leadership behavior; the leader's role in the organization that accomplishes work through team activity; and decision-making. Team-based decision making processes will be studied along with those skill sets needed to accomplish tasks through teams. Team leader skill sets include group organizing principles, facilitation, building consensus, effective coaching, reducing interference in teams, and developing group management processes.

SL 520 Principles of Organizational Leadership 3 Hours *Prerequisite: None*

This course will identify those contemporary theories of leadership that will be helpful for leaders in formal organizations that are in the process of major transformation. Special emphasis will be on the creation of organizational cultures and decision-making. Students will study many styles and examples of organizational leadership.

SL 570 Strategic Visioning 3 Hours *Prerequisite: None*

This course explores the basics of strategic visioning processes, why they are important, what they accomplish, and how they are used to enable organizations to move into the future. Students will create a strategic vision for their organization based upon the methodologies they learn in the class.

Taxation

TAX 401 Survey of Federal Taxation 3 Hours *Prerequisite: ACC 201 or ACC 300. Cannot be taken for credit after completion of TAX 495.*

This course is a non-technical survey of federal taxation. While some attention will be given to individual and investment taxation, the emphasis will be on business taxation and general principles of taxation. Some consideration will also be given to state and local taxation.

TAX 435 Basic Income Tax and Income Tax Planning 3 Hours *Prerequisite: ACC 202 or ACC 300. Cannot be taken for credit after TAX 495/595/593. Not open to BAacct or BBA.ACP students.*

A survey of the federal income tax system as applied to individuals and various types of business and investment entities. Topics include (but are not limited to) gross income; deductions; sales and exchange (both taxable and nontaxable); allowable accounting periods and methods, and the tax calculations applicable to individuals; business entities; and various investment entities. Strategies for minimizing tax liability will be emphasized. This course is recommended for students preparing to take the PFP qualifying or similar exam.

TAX 436 Employee Benefits and Retirement Planning 3 Hours *Prerequisite: ACC 202 or ACC 300. (TAX 435 highly recommended) .*

A survey of various kinds of fringe and retirement benefits available to employees and self-employed persons. Strategies for minimizing taxes and for maximizing benefits will be studied. Topics include (but are not limited to) tax-favored insurance benefits; non-qualified deferred compensation arrangements; the uses of employer stock in providing alternative forms of employee compensation; and the uses of qualified deferred compensation plans (pension plans, profit-sharing plans, 401(k) plans, IRAs, SEPs, etc.) in planning for retirement and as supplements to the Social Security and Medicare systems. This course is recommended for students preparing to take the PFP qualifying or similar exam.

TAX 437 The Tools and Techniques of Estate Planning 3 Hours *Prerequisite: ACC 202 or ACC 30. (TAX 435 highly recommended)*

A survey of estate planning. Topics include (but are not limited to) the federal estate, gift, generation-skipping transfer taxes; transfers at death or in anticipation of death; the uses of trusts; the uses of life insurance; planning for charitable giving at death; the transfer of businesses within families from generation to generation; and valuation strategies. The income taxation of trusts and estates will also be considered. This course is recommended for students preparing to take the PFP qualifying or similar exam.

Course Descriptions

TAX 495 Tax and Business Taxation I 3 Hours
Prerequisite: ACC 202 or ACC 300

This course is a study of the general principles of federal income taxation. Consideration will be given to both the taxation of individuals and to the taxation of business. Students taking this course are strongly advised to take TAX 496 the next semester enrolled.

TAX 496 Tax and Business Taxation II 3 Hours
Prerequisite: TAX 495

This course is a continuation of TAX 495, and will consider more advanced topics in both general and business taxation. Students taking this course are strongly advised to take TAX 497 the next semester enrolled.

TAX 497 Tax and Business Taxation III 3 Hours
Prerequisites: TAX 496

A continuation TAX 495 and 496. Advanced topics to be considered include advanced partnership, taxation, income taxation of trusts and estates, estate and gift taxation, and corporate distributions, redemptions, and liquidations.

TAX 500 Advanced Tax Research Writing, and Citation Methodology 3 Hours
Prerequisites: TAX 501 and TAX 599

A sophisticated and high-level study of tax writing and the methodology of federal tax research. Consideration will also be given to the proper form of citation for various legal authorities encountered during tax research and to the techniques required for the adequate reporting of research results. The use of the Internet and CCH Tax Research Network™ will also be studied. It will be assumed that all students taking this course have a thorough knowledge of all but the most advanced research techniques. When taken by an MST student, the course must be taken no later than as the sixth three-credit-hour course.

TAX 501 The Role of Legal Authorities in Taxation 3 Hours

Prerequisite: TAX 593 (may be taken concurrently) MST students should take this course or TAX 599 as their first course in the MST program.

This course is a study of the basic principles of law and taxation. Students study statutory construction, case analysis, administrative precedent, and the role and function of legislative history as applied in the federal law context. Basic concepts of law as applied to the federal tax system are illustrated throughout the course.

TAX 507 Tax Accounting 3 Hours
Prerequisites: TAX 501 (TAX 501 may be taken concurrently) and TAX 599

This course is a systematic study of the basic concepts of tax accounting. Students study periods and methods; changes in periods and methods; depreciation and cost recovery; inventories including dollar value LIFO; and section 482 allocations.

TAX 509 Sales and Exchanges of Property 3 Hours
Prerequisites: TAX 501 (TAX 501 may be taken concurrently) and TAX 599

A study of the Internal Revenue Code as it applies to sales and exchanges of personal and real property. Particular emphasis is given to capital gains and losses; Section 1231 gains and losses; and to non-recognition transactions, including like-kind exchanges; involuntary conversions; sale of a residence; and foreclosures. Installment sales, taxable sales of businesses, and sales involving securities and commodities are also considered in detail. The at risk rules and the passive activity loss rules will also be studied.

TAX 510 Basic Concepts in Corporate Tax (Corporate Tax I) 3 Hours

Prerequisites: TAX 501 and TAX 599, TAX 507 (TAX 507 recommended), and TAX 509 (TAX 509 highly recommended)

Basic concepts involved in federal law as it applies to the formation and related operations of corporate enterprises and associations that are treated as corporations. Topics include computing the corporate tax; controlled groups; tax-free incorporations; dividends; earnings and profits; and Subchapter S Corporations. An introduction to consolidated tax returns will also be included. Students will be required to prepare a Form 1120 and an AMT Schedule.

TAX 511 Advanced Concepts in Corporate Tax (Corporate Tax II) 3 Hours

Prerequisites: TAX 510, TAX 507 (TAX 507 recommended), TAX 509, and TAX 599

This course covers advanced topics in federal tax law as it applies to corporations. Students study redemptions, liquidations, mergers and other reorganizations; corporate divisions; carryover of corporate tax attributes, and taxable acquisitions.

TAX 514 Consolidated Tax Returns (Corporate Tax III) 3 Hours

Prerequisites: TAX 510, TAX 511 (TAX 511 highly recommended), TAX 507 (TAX 507 recommended), TAX 509 (TAX 509 recommended), and TAX 599

This course is a study of the Internal Revenue Code and the income tax regulations related to taxation of affiliated groups electing to file consolidated returns. Students will be required to prepare a consolidated Form 1120. Topics studied in this course include eligibility to make the consolidated return election; special rules for the computation of consolidated items, including the use of NOLs; reverse acquisitions; special rules for computation of separate taxable income including inter-company transactions; inter-company distributions; investment adjustments; excess loss accounts; and allocation of consolidated tax liability.

Course Descriptions

TAX 522 Income Taxation of Trusts and Estates 3 Hours

Prerequisites: TAX 501, TAX 507 (TAX 507 recommended), TAX 528 (TAX 528 highly recommended) and TAX 599.

This course is a study of the income taxation of estates and trusts. Emphasis is placed on after-death planning; affirmative uses of trust rules; treatment of specialized trusts such as irrevocable trusts; insurance trusts; charitable trusts; and grantor trusts. Problems relating to the final tax return of a decedent will be considered. Students will be required to prepare a Form 1041.

TAX 524 Valuation for Tax Purposes 3 Hours

Prerequisites: TAX 501 and TAX 599

This course examines the law of valuation for federal income, estate, and gift tax purposes and for state and local tax purposes. Basic appraisal techniques are also given considerable attention.

TAX 528 Estate and Financial Planning 3 hours

Prerequisites: TAX 501 and TAX 599

This course is a study of the estate, gift, and generation-skipping transfer taxes and the tools and techniques used to minimize those taxes. Various financial techniques will be considered, including tax planning for education, retirement planning, and family tax planning.

TAX 531 Partnership and LLC Taxation 3 Hours

Prerequisites: TAX 501, TAX 507 (TAX 507 recommended), TAX 509 (TAX 509 recommended), and TAX 599.

This course examines the federal income tax treatment of partnerships and partners. Students study partnership formation; problems of partnership operation including distributions; sales and exchanges of partnership interests; partnership terminations and liquidations; special basis adjustments; and the role of partnership as investment vehicles. The treatment of limited liability companies and limited liability partnerships are also examined. Students will be required to prepare a Form 1065.

TAX 535 Basic Income Tax and Income Tax Planning 3 Hours

Prerequisite: Open only to PFP certificate students, MSF and MBA students. Cannot be taken for credit after TAX 595/495/593.

A survey of the federal income tax system as applied to individuals and various types of business and investment entities. Topics include (but are not limited to) gross income; deductions; sales and exchange (both taxable and nontaxable); allowable accounting periods and methods, and the tax calculations applicable to individuals; business entities; and various investment entities. Strategies for minimizing tax liability will be emphasized. Students will be required to prepare a short research paper. This course is recommended for students preparing to take the PFP qualifying or similar exam.

TAX 536 Employee Benefits and Retirement Planning 3 Hours

Prerequisite: Open only to PFP certificate students, MSF, and MBA students. TAX 535 highly recommended. Cannot be taken for credit after TAX 558.

A survey of various kinds of fringe and retirement benefits available to employees and self-employed persons. Strategies for minimizing taxes and for maximizing benefits will be studied. Topics include (but are not limited to) tax-favored insurance benefits; non-qualified deferred compensation arrangements; the uses of employer stock in providing alternative forms of employee compensation; and the uses of qualified deferred compensation plans (pension plans, profit-sharing plans, 401(k) plans, IRAs, SEPs, etc.) in planning for retirement and as supplements to the Social Security and Medicare systems. Students will be required to prepare a short research paper. This course is recommended for students preparing to take the PFP qualifying or similar exam.

TAX 537 The Tools and Techniques of Estate Planning 3 Hours

Prerequisite: Open only to PFP certificate students, MSF, and MBA students. TAX 535 highly recommended. Cannot be taken for credit after TAX 528.

A survey of estate planning. Topics include (but are not limited to) the federal estate, gift, generation-skipping transfer taxes; transfers at death or in anticipation of death; the uses of trusts; the uses of life insurance; planning for charitable giving at death; the transfer of businesses within families from generation to generation; and valuation strategies. The income taxation of trusts and estates will also be considered. Students will be required to prepare a short research paper. This course is recommended for students preparing to take the PFP qualifying or similar exam.

TAX 540 Tax Practice and Procedure 3 Hours

Prerequisites: TAX 501

This course is a study of federal tax practice and procedure. Topics to be considered include audits; administrative appeal procedures; tax forums; organization of the Internal Revenue Service; ruling procedure; statutes of limitations; interest and penalties; assessment; collection (including offers in compromise, liens, levies, and transferee liability); and the Freedom of Information Act. Tax fraud is covered briefly.

TAX 545 Tax Ethics, Tax Penalties, and the Law of Tax Return Preparation (Short title: Law of Tax Returns) 3 Hours

Prerequisite: TAX 501

A study of the penalties applicable to taxpayers, their advisors, and their return preparers. The ethical, professional, and legal responsibilities of tax return preparers and tax advisors will be studied, with an emphasis on Treasury Circular 230 and the regulation of tax shelters.

Course Descriptions

TAX 550 International Taxation 3 Hours

Prerequisites: TAX 510, TAX 507 (TAX 507 recommended), TAX 509 (TAX 509 recommended), and TAX 599

The application of the Internal Revenue Code to domestic corporations doing business in foreign countries either through subsidiaries or as branch operations. Topics include planning for expansion into foreign countries and developing countries; factors to consider in deciding whether to create a branch or a subsidiary in a foreign country; the foreign tax credit; dividend requirements; Subpart F; and current international tax problems and planning. Inter-company pricing will be considered in detail. Also covered are tax treaties; FSCs, foreign currency; and the U.S. tax treatment of foreign persons and foreign businesses engaged in U.S. activity.

TAX 557 State and Local Taxation 3 Hours

Prerequisites: TAX 501

This course reviews the conceptual implications and pragmatic applications of taxation at the state and local levels. Students study the implications of multi-state operations of profit-making enterprises, including corporate franchise taxes; intangibles taxes; property taxes; sales and use taxes; death taxes; and state and local income taxes. Also covered are planning for multi-state operations; deciding what state is best for incorporations; and fact-finding for local tax investigations. Approximately 50 percent of the course focuses on the specifics of Michigan taxation.

TAX 558 Qualified and Non-Qualified Fringe Benefits 3 Hours

Prerequisites: TAX 501 and TAX 599

This course focuses on the major forms of fringe benefits. Consideration will be given to pension and profit-sharing plans, section 401(k) plans, various kinds of stock and stock option plans, IRAs, SEPs, ESOPs, tax sheltered annuities, non-qualified deferred compensation plans, VEBAs, flexible benefit plans, health care plans, insurance plans, and other common fringe benefits.

TAX 570 Tax Research Paper (Basic) 1 Hour

Prerequisites: TAX 500 and concurrent enrollment in TAX 507, TAX 509, TAX 510, TAX 531, or TAX 545.

The student will write a paper on a federal income tax topic assigned by the instructor of the concurrent course. The paper topic will relate to the subject material of the concurrent course. The paper will be graded by the concurrent course instructor for tax content and by the director of the MST program for communication skills and for citation form skills. The student's course grade will, except as noted hereafter, be determined by a weighted average of the three grades assigned. Students receiving a grade of C- or less in any one of the three graded skills will receive that lower grade for the course. Students receiving a grade of C- or less in communication skills or in citation form skills will be required to complete TAX 572 in lieu of repeating TAX 570. Students receiving a grade of C- or less in more than one skill area must obtain permission from the director of the MST program before proceeding further in their

studies. Students are required to complete this course no later than concurrently with their seventh MST course. With written permission of the director of the MST program, students may select TAX 573, Thesis in Taxation, in lieu of TAX 570 and TAX 571.

TAX 571 Tax Research Paper (Advanced) 1 Hour

Prerequisite: TAX 570 or TAX 581 and completion of 25 hours in the MST program.

Students enrolled in this course must be concurrently enrolled in an elective course other than TAX 557 (State and Local Taxation). Because this is an advanced course, a higher degree of competence will be required than was required in TAX 570, the format, requirements, and grading procedures of which will otherwise be followed in this course.

TAX 572 Technical Tax Writing 1 Hour

Prerequisite: Written permission of the program director

A course in technical writing for students who require individualized development in their technical communication skills. Upon the recommendation of the director of the MST program, students may be required to take this course in lieu of TAX 570 or TAX 571.

TAX 573 Thesis in Taxation 3 Hours

Prerequisite: Completion of 30 hours in the MST Program

A major written effort by the student is required. A topic is chosen by agreement with the thesis counselor subject to approval by the director of the MST program. The thesis is to be on a topic of importance to the academic and practicing tax community. The completed thesis must be of sufficient quality to warrant publication by a respected tax journal and must demonstrate originality, scholarly perspective, thoughtful analysis, and substantial refinement in communication skills. The student will retain all copyright interests. Students wishing to write a thesis in lieu of the TAX 570 and TAX 571 requirement should contact the director of the MST early in their program and in all events no later than upon completion of their fourth MST course. Students receiving credit for TAX 573 may not also receive credit for either TAX 570 or TAX 571.

TAX 575 Comprehensive Seminar 1 Hour

Prerequisite: Students must take this course in their final semester in the MST program.

The course will consist of a two-hour true/false and/or multiple choice examination covering the subject matter of the student's required MST courses. Elective courses will not be covered. The course is offered only on a pass/fail basis and consists of a single class meeting at 1 p.m. in Room 101 on the Saturday before the beginning of finals week (or such other times as may be announced on the course section of the Walsh College Portal).

Course Descriptions

TAX 581 Directed Study in Taxation 1–3 Hours – 583

Prerequisite: Written permission of the program director.

A student wishing to investigate a topic not otherwise studied in his/her curriculum may elect a one-to-three-semester-credit-hour directed study course. In general, a directed study will earn general elective credit and may only be used to substitute for required course work with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

TAX 585 Seminar in Taxation 3 Hours

Prerequisite: Announced with each offering of the course.

An in-depth coverage of selected topics of current or special-interest in the field.

TAX 588 Internship in Taxation 3 Hours

Prerequisite: Written permission of the program director.

Students who have little or no experience in taxation and who are able to arrange a tax internship with a public accounting firm or the tax department of a large corporation may, with the written permission of the director, enroll in this course. Students will be required to report weekly to the director and will be required to do individually determined, supplementary assignments which will be coordinated with their duties as an intern. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

TAX 593 Tax and Business Taxation I 3 Hours

Prerequisite: None. Open only to MST students.

This course is a study of the general principles of federal income taxation. Consideration will be given to both the taxation of individuals and to the taxation of business. This course is substantially similar in content to TAX 495. However, additional research assignments will be required.

TAX 595 Tax and Business Taxation I 3 Hours

Prerequisite: ACC 500/300 or ACC 201 and ACC 202. Not open to MST students.

This course is a study of the general principles of federal income taxation. Consideration will be given to the taxation of individuals and to the taxation of business. This course is substantially similar in content to TAX 495. However, additional assignments on tax research will be required. Students taking this course are strongly advised to take TAX 596 the next semester enrolled.

TAX 596 Tax and Business Taxation II 3 Hours

Prerequisite: TAX 595/495. Not open to MST students.

This course is a continuation of TAX 595 and will consider more advanced topics in both general and business taxation. This course is substantially similar in content to TAX 496. However, an additional research assignment will be required, as well as an additional class on tax research and writing.

TAX 597 Tax and Business Taxation III 3 Hours

Prerequisite: TAX 596/496. Not open to MST students.

A continuation TAX 595 and 596. This course is substantially similar in content to TAX 497. However, an additional class and examination on state and local taxation will be required.

TAX 599 Introduction to Tax Research 3 Hours

Prerequisite: TAX 593 (may be taken concurrently). MST students should take this course or TAX 501 as their first course in the MST program.

An introduction to the basic concepts and techniques of tax research, including the use of the Walsh College Tax Portal and RIA Checkpoint®. The relative value of statutes, judicial precedents, administrative interpretations, and legislative history as sources of authority will also be studied at an introductory level; however, emphasis will be placed on the techniques for discovering the sources of authority in tax law.