

Course Descriptions

Accounting

ACC 202 Principles of Accounting II 3 Credits
Prerequisite: ACC 201

This course is a continuation of the fundamental principles of accounting. Topics include a review of the accounting cycle, analysis and interpretation of financial statements, cash flow analysis, liabilities and equity.

ACC 300 Financial Accounting 3 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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.

ACC 419 Advanced Managerial Accounting 3 Credits
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 Credit
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 481-483 Directed Study in Accounting 1 – 3 Credits
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.

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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 Credits
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. 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 Credits
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 practicum experience. Requests for a practicum 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.

ACC 500 Financial Accounting 3 Credits
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 Credits
Prerequisite: ACC 500/300

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 502 Intermediate Accounting II 3 Credits
Prerequisite: ACC 501/301

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 Credits
Prerequisite: ACC 501/301

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 506 Accounting Information Systems 3 Credits
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.

ACC 510 Financial & Managerial Accounting 3 Credits
Prerequisite: MBA/MSM: MGT 501 (may be taken concurrently); MSF: COM 510, QM 520

An introduction to the financial and managerial accounting principles that are necessary for executive success. Specific topics include the primary financial statements, revenue and expense recognition, accounting procedures, product costing, and data-driven decision making.

ACC 511 Business Combinations 3 Credits
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 Credits
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 Credits
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.

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ACC 518 Accounting Communications 3 Credits
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 Credits
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 Credits
Prerequisite: ACC 503/303 and ACC 518/418 (may be taken concurrently). 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 Credits
Prerequisite: ACC 515/415. 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 Credits
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 Credits
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 576 Business Ethics for Accountants 3 Credits
Prerequisite: ACC 500/300 and ACC 51418

This course is designed to develop an understanding of the expectations for business and professional accounting behaviors.

ACC 577 Payroll and Employee Benefits Accounting 3 Credits
Prerequisite: ACC 501/301

This course is designed to introduce and develop a working understanding of accounting for payroll, payroll-related liabilities, payroll taxes and employee benefits.

ACC 578 Accounting for Income Taxes
Prerequisites: ACC 5/301, ACC 5/302, TAX 5/495, TAX 5/496 and TAX 5/479

This course is a systematic study of the basic concepts of tax accounting. At the end of the course, the student will have achieved a substantial technical knowledge of the application of FASB ASC Topic 740, including ASC Topic 740-10

ACC 579 Excel for Accountants
Prerequisites: ACC 5/300 or 508

This course prepares students to work with Microsoft Excel 2010 for accounting career or personal use. Using courseware that incorporates a step-by-step, project-based approach, students develop a mastery level competency in Excel 2010. This course is also designed to provide workplace scenarios that a typical accountant may be faced with that requires a numbers-based solution.

ACC 588 Accounting Internship 3 Credits
Prerequisites: ACC 501/301 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. 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 594 Accounting Practicum 3 Credits
Prerequisites: ACC 501/301 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 practicum experience.

Requests for a practicum 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.

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Business Information Technology

BIT 305 Business Computing Tools 3 Credits
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 Credits
Prerequisite: BIT 305, COM 300

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.

Business Law

BL 301 Business Law I 3 Credits
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 Credits
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 Credits
Prerequisite: None. May not be taken for credit after completion of BL 302.

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

BL 481-483 Directed Study in Business Law 1-3 Credits
Prerequisite: Written permission of the department chair.

A student wishing to investigate a topic not otherwise studied in the curriculum may elect a one, two, or 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 written permission of the student's 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) toward graduation requirements in directed study, practicum, and/or internship courses.

BL 556 Legal Issues in Management 3 Credits
Prerequisite: MBA: COM 510, FIN 515 (may be taken concurrently), QM 520

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 Credits
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.

COM 320 Business Communication Methods 3 Credits
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.

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COM 340 Professional Communication 3 Credits
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 481-483 Directed Study in Communications 1-3 Credits
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 491 Personal Development: Career Readiness 1 Credits
Prerequisites: None

In this course, students will enhance their professional development in the area of career/job readiness. Students will research job opportunities; write career-focused documents including a job search action plan, cover letter, résumé, emails, and post-interview thank you letters; participate in mock interviews; build professional networking skills; and discuss etiquette for job searching and business social situations. Students will be introduced and engage in the Walsh College career-related services that are available to all students and alumni.

COM 510 Communication and Success Strategies 3 Credits
Prerequisite: Graduate Program Launch

This class will focus on the development of a portfolio of professional business skills and career management to enhance advancement potential and business success. Self-awareness and audience analysis will be explored as a means to enhance emotional intelligence, grow business relationships, achieve consensus, and build professional credibility. Through executive coaching activities, written assignments, and oral presentations, students will increase their proficiency in a wide range of business communications required of successful leaders. In addition, through experiential learning, students will explore ways to improve their social and cultural awareness by discussing best practices, professional networking and workplace protocol to enhance their ability to navigate through the world. Peer evaluations will be used to improve communication as well as to provide students an opportunity to practice effective ways to give and receive feedback. This course is one of the two Graduate Gateway courses.

COM 515 Professional Communication 1 Credit
Prerequisite: MKT 554 (may be taken concurrently)

Students will fine tune practices of professional communication required of business managers. Although this course will be a writing intensive course, students will continue to refine their oral communication skills. Students will compose business documents that are professional in tone, organized, clear, concise, and free of mechanical errors. Students will practice attributing sources, using APA style, to document information and to build arguments and add credibility to the document as well as to the communicator.

Economics

ECN 202 Principles of Economics II 3 Credits
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 522 Health Economics 3 Credits
Prerequisite: COM 510, QM 520

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.

ECN 523 Global Economics 3 Credits
Prerequisite: MBA: BL 556; MSM: MGT 565; MSF: COM 510, QM 520

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 Credits
Prerequisite: ECN 523

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 580 Monetary and Fiscal Policy Seminar 3 Credits
Prerequisite: ECN 523

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

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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.

Finance

FIN 310 Financial Markets 3 Credits *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 Credits *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.

FIN 321 Risk Management and Insurance 3 Credits *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 Credits *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 Credits *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 Credits *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 Credits *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 Credits *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 Credits *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 Credits *Prerequisites: FIN 310 and FIN 315*

This course outlines the relationship of the stock market to the national economy. Students study the general characteristics

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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.

FIN 417 Business and Government 3 Credits
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.

FIN 419 Financial History of the United States 3 Credits
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 Credits
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 Credits
Prerequisites: *FIN 406 and QM 301 required. (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 481-483 Directed Study in Finance 1 – 3 Credits
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 Credits
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 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 504 Financial Theory and Practice 3 Credits
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.

FIN 506 Financial Statement Analysis 3 Credits
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 Credits
Prerequisites: *FIN 510*

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.

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FIN 510 Financial Management 3 Credits
Prerequisite: MBA: COM 510, MKT 550 and QM 520; MSF: ACC 510, COM 510 and QM 520

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 512 International Finance 3 Credits
Prerequisites: ECN 523 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 Credits
Prerequisite: MBA: COM 510, FIN 510, IT 520 and QM 520; MSF: COM 510, QM 520

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 Credits
Prerequisite: FIN 510

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 Credits
Prerequisites: FIN 510

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 532 Portfolio Analysis 3 Credits
Prerequisite: FIN 521, COM 510, QM 520

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 Credits
Prerequisites: COM 510, QM 520 and completion of a minimum of 30 semester credit hours in the MSF program.

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 551 Case Studies in Mergers & Acquisitions 3 Credits
Prerequisites: Graduate student status with approval of Department Chair and Instructor.

This course provides an in-depth study of the complexities of how investment banking, private equity and corporate acquisition professionals complete the financial analysis of a company, prepare a professional pitch book, and make a presentation to a client or a group of investors. Students will study the most current literature, industry trends and professional practices in the field of finance, investment banking, and mergers and acquisitions. Current valuation approaches and methods, industry research tactics, economic impact analysis, and other disciplines that professionals use will be studied. Students will be assigned to a team to complete the case study assignments. Each team will develop a valuation analysis of the company, prepare a recommended course of action, develop a comprehensive pitch book, and make a formal presentation.

FIN 581-583 Directed Study in Finance 1 - 3 Credits
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.

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FIN 587 Business Valuation 3 Credits
Prerequisites: FIN 506 and FIN 510

In a collegial learning environment, students will learn valuation methods used by investment bankers, private equity firms, and valuation. Students will learn how to execute the most current valuation approaches and complete a Valuation Report (this is accomplished over several weeks with the instructors input and feedback). Upon completion of this course, students will have the necessary tools to determine the value of business using the Discounted Cash Flow, Precedent Transactions, Comparable Public Companies, and Asset based Methods. This course provides students a wide variety of real-world tools to use in future work.

Information Technology

IT 402 System Analysis & Design 3 Credits
Prerequisite: None

Modern organizations, large and small, rely on technology to function, survive, and remain competitive. Systems analysis and design is an important step before implementing any technology system. Any mistakes made during the analysis stage will significantly affect the later stage of the system development. This course provides an introduction to the concepts and techniques of information systems analysis and design (SA&D) that focuses on analysis skills as well as managerial issues with a strong emphasis on requirements gathering and modeling. The course covers techniques used by systems analysts and gives extensive practice with structured methodologies.

IT 403 Project Management & ITIL Framework 3 Credits
Prerequisite: None

Ideas are a great beginning but success is measured by what gets accomplished. This course provides a solid introduction to the methods, processes, tools and techniques of project and service management. The course will utilize the Project Management Institute Body of Knowledge (PMBOK) and the Information Technology Infrastructure Library (ITIL) framework to educate students on proven techniques to achieve business goals and objects.

IT 406 Network Design & Implementation 3 Credits
Prerequisite: None

This is an intermediate course on the design and implementation of computer networks. The emphasis will be on the performance and engineering tradeoffs in the design and implementation of computer networks. The course includes several multi-week projects requiring significant design and implementation. The goal is for students to learn not only what computer networks are and how they work today, but also why they are designed the way they are and how they are likely to evolve in the future. Examples will be drawn from traditional and wireless networks and the Internet. Topics to be covered include: congestion/flow/error control, routing, addressing, naming, multi-casting, switching, internetworking, and network security.

IT 407 Server Virtualization & Performance Engineering 3 Credits
Prerequisite: IT 406

Servers are the workhorse in delivering technology solutions to the organization. All server solutions are not the same and it is important to understand how to design a server solution to meet the needs of an organization in terms of supporting databases, applications, web sites and other services. This course provides a foundation in server performance design and management. As virtualization is a common server design considered and utilized, this course will also provide a deep dive into the design and implementation of virtualization solutions.

IT 408 Database Design & Development (SQL) 3 Credits
Prerequisite: None

The development of efficient and quality database applications requires an understanding of the fundamentals of database management systems, techniques for the design of databases and principles of database administration. This course introduces the DBMS concepts and database design techniques and principles. The emphasis is on the conceptual database design as well as implementation details. Database security is also a key aspect of this course. Major topics include data modeling, normalization, SQL, database integrity management, database security, transaction management, recovery, troubleshooting and concurrency control.

IT 409 Data Analytics 3 Credits
Prerequisite: IT 408; BBA FIN, GB, MGT & MKT: QM 301

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 including its logical and physical infrastructure. The student will also explore the use of big data and its analysis through NoSQL databases.

IT 410 Principles of Software Engineering 3 Credits
Prerequisite: None

This course examines the history and elements of software engineering practices, processes, and methodologies. Topics include a discussion of various software development models and methodologies; software design principles and tools; software project management, quality management, and change management. This course will also examine how secure software development practices are integrated into traditional software development lifecycle. This course will include timely and interesting material as students learn about various aspects of software engineering practices in use in the real-world. Students will draw upon material from various sources as we review and analyze the elements of success and failure in software engineering efforts.

IT 412 Advanced Programming 3 Credits
Prerequisite: IT 410

This course involves a deeper study of programming and software engineering techniques. The majority of assignments involve programming in contemporary programming languages. Topics include memory management, design patterns, APIs, Libraries, Web services, testing, refactoring, and writing secure code.

Course Descriptions

IT 413 Web Design (Client and Server) 3 Credits **Prerequisite: IT 410**

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 Information Technology (IT), from infrastructure to business applications. Using the industry-standard tools, students design and implement various web-enabled applications.

IT 417 Fundamentals of Cyber Security 3 Credits **Prerequisite: None**

In this course students will learn basic information security goals of availability, integrity, accuracy, and confidentiality. The domains of information security as defined by ISC2 will be reviewed including: access control, applications, networks, business continuity, physical security, operational security, governance and risk management and laws and regulations. Identification of exposures and vulnerabilities and appropriate countermeasures are addressed. The importance of appropriate planning and administrative controls will also be discussed.

IT 419 Securing the Perimeter and End Points 3 Credits **Prerequisite: IT 417**

This course 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.

IT 422 Cryptography and Access Control 3 Credits **Prerequisite: IT 417**

Authentication and encryption techniques are the cornerstone for protecting electronic access to information. This course 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.

IT 481-483 Directed Study in Information Technology 1-3 Credits

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.

IT 490 Internship 3 Credits **Prerequisite: Minimum of 21 credit hours completed in residence at Walsh College**

Students will participate in an internship which provides them an opportunity to utilize skills and knowledge they have learned in their course work.

IT 499 Collaborative Business Systems (Capstone) 3 Credits **Prerequisite: Minimum of 36 credit hours completed in residence at Walsh College**

The Capstone course 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 the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at a Capstone Fair at the end of the semester.

IT 503 Ethics Seminar 1 Credit **Prerequisite: None**

This course is offered as a one day seminar or as an online webinar. Ethics must be integrated within all activities and decisions made by business. This seminar provides the opportunity for students to deeply examine the importance of ethics in business practices through reading and analysis, discussion and role-playing.

IT 504 Integrated Systems Thinking 3 Credits **Prerequisite: None**

The management of technology has become very complex, particularly as it integrates with a number of constraints and relationships including strategy, operations, security, compliance and risks. This course provides the knowledge and skills to develop and apply an understanding of integrated systems thinking and complexity. The course will utilize case studies and simulation exercises to explore aspects of complexity theory and systems thinking as it applies to managing technology in the current highly evolving and competitive business environment.

IT 505 Governance, Risk and Compliance 3 Credits **Prerequisite: IT 504 (may be taken concurrently)**

This course examines the triad of Governance, Risk and Compliance (GRC) as an essential framework for the management of information technology with business. Governance describes the overall management approach through which senior executives direct and control the entire organization. IT Governance is part of overall governance and focused on determining how best to use technology to support business goals. Risk management comprises a set of processes, tools and techniques to assist the organization in identifying and prioritizing its key assets, identifying risks, qualitatively and quantitatively assessing those risks, and determine mitigation strategies. Compliance refers to the responsibility of organizations and their technology departments to comply with internal and external requirements. Topics include governance

Course Descriptions

and risk frameworks, legal and regulatory requirements such as SOX, HIPAA, FERPA, FISMA, NERC, FERC, BASEL II, ISO and PCI.

IT 506 IT Leadership and Strategy 3 Credits
Prerequisite: IT 504 (may be taken concurrently)

This course focuses on the skills and knowledge to guide an organization in its best use of technology to achieve its business goals and objectives. Although technical knowledge and skills are essential for technology professionals, this course focuses on the development of more general leadership skills. The ability to communicate with a broad set of stakeholders is essential and this course will offer exercises in skills such as negotiation, persuasion, agility, coaching and facilitation through case studies, role playing and simulation. Technology leaders must also understand the elements of developing and implementing an overall IT Strategy for the organization. This course will review the various levels of strategy and how strategy is implemented through tactical and operational plans.

IT 520 Information Technology 3 Credits
Prerequisite: MBA: COM 510, MGT 565 (may be taken concurrently) and QM 520; MSITL/MSMKT: COM 510, QM 520

One of the most important skills a business leader needs to have concerning technology involves effective decision making and governance. This class will consist of a case study approach presenting different scenarios that require decisions to be made on technology issues that are relevant to today's business environment. Students will develop the skills for understanding the components and elements of these technology decisions, and assess associated risks. This course will draw upon a cross section of technology, finance, security, project management, leadership, and other aspects of effective decision making.

IT 551 Fundamentals of Project and Portfolio Management 3 Credits
Prerequisite: IT 504 (may be taken concurrently)

This course will provide insights, guidance, and best practices on the art and science of project management. The course will examine the foundations of project management as defined by best-in-class experts such as the Project Management Institute. The course will include a review of the various aspects of the project management lifecycle and knowledge areas and use resources such as the Project Management Body of Knowledge (PMBOK) course textbook, and case studies to support discussions. The class will learn to apply project management techniques and skills through project team and individual activities in the preparation of project management plans covering various topics. The course will also introduce project management career paths and provide a basic introduction to alternate project management models such as agile project management.

IT 552 Communication and Financial Management 3 Credits
Prerequisite: IT 551

The course will build on project and portfolio fundamentals to explore two areas in more detail: Communication and Financial Management. This course will take an in-depth look at

technology focused financial management and communication techniques and best practices including the preparation and interpretation of financial statement and records, communication with stakeholders, vendor management, and team facilitation. This course will also review the processes and deliverables involved in the financial management of technology efforts throughout its lifecycle from initiation to decommission including cost estimation, budgeting, and cost monitoring and control.

IT 553 Product and Portfolio Management 3 Credits
Prerequisite: IT 551

Organizations are continually competing for market share through the development and delivery of innovative products and services. This course will review the four phases of product and program management including: preparing, starting, progressing, and achieving. This course will also review the skills of product and program managers which include facilitation and leadership, project management, business and financial analysis, and the integration of various functions drawn from internal and external resources. The design and delivery of innovative products is the key to business success and this course will also review the framework for managing innovation within an organization.

IT 565 Fundamentals of Cyber Security 3 Credits
Prerequisite: IT 504 (may be taken concurrently)

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. Students will review the ten domains ISC2.

IT 566 Security Program Management 3 Credits
Prerequisite: IT 565

It is important that security is viewed as an integral part of all aspects of the business. To that end, this course will review the strategies and processes needed to build an overall security program and infrastructure to protect the business assets. This course will emphasize the need for policy development and related practices, procedures, monitoring strategies, and enforcement. Metrics are an essential part of measuring the ability of an organization to meet its goals and IT security metrics will be reviewed and evaluated in detail in this course.

IT 567 Business Continuity, Resilience, and Crisis Management 3 Credits
Prerequisite: IT 565

Information security systems are only as good as their weakest link. The threats facing an organization can come from malicious attacks, mistakes, and acts of nature. As the dependence on technology grows, the need for planning on how an organization can recover quickly from interruptions is an essential role for technology leaders. This course will focus on the processes, tools and techniques needed to provide for business continuity

Course Descriptions

and recovery in the event of an outage. It is important that technology leaders prepare for these types of interruptions and build resilience and redundancy into their systems. This course will review the various methods to achieve a resilient security posture. Lastly, when a crisis occurs the first reaction is often chaos. This course will introduce students to the fundamentals of crisis management to assist the organization in an organized, thoughtful, and well-prepared response to unexpected events which includes ensuring the safety and security of employees and communications with the external environment.

IT 575 Network and Enterprise Architecture 3 Credits ***Prerequisite: IT 504 (may be taken concurrently)***

This course will provide a management focus on insights, guidance, and best practices on the role of enterprise architecture and integration in building an effective technology infrastructure. The strategies that are involved in integrating multiple platforms, processes applications, domains, and technology tools will be discussed. The importance of understanding the business requirements will be presented along with tools and techniques to accurately collect and define those requirements. The use of Business Process Modeling (BPM) techniques will be presented as a method of designing and documenting an integrated technology architecture and management strategy.

IT 576 Data and Decision Making 3 Credits ***Prerequisite: IT 575***

This course introduces students to the use of enterprise relational database systems to collect, organize, analyze, query and report on data and information relevant to the business. The course will build on the design of databases and review 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 databases and data analytics including logical and physical infrastructure, algorithms and analysis. This course also familiarizes the student with more advanced use of tools used during the data analysis process. The student will then learn to develop and use a variety of decision support techniques including decision trees, decision service, data modeling, big data, and data mining.

IT 577 Management of Emerging Technology 3 Credits ***Prerequisite: IT 504***

This course will focus on identifying tools and techniques for assessing the value of emerging technology trends to various organizations. The course will include discussions on the role of digital Darwinism, disruptive technologies, the new customer hierarchy, and the risks and benefits of innovation. Case studies will be utilized to examine strategies of success and failure used by businesses and their use of emerging technologies.

IT 599 Capstone 3 Credits ***Prerequisite: Completion of a minimum of 30 credit hours in the MSIT 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 the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at a Capstone Fair at the end of the semester.

International Business

IB 514 Foundations of International Business 3 Credits ***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 Credits ***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 571 Management of Information Assurance in a World of Globalization 3 Credits ***Prerequisite: None***

This course provides students with an understanding of the international political context that serves as a backdrop to international business and in the process will illuminate some of the modalities between international security concerns and the contemporary business world. At a theoretical level, issues such as mercantilism and neo-mercantilism, the role of MNC's, the American "Open Door Policy," and Chinese foreign policy in Africa will be covered to scope out the nexus points between the nation- state, nationalism, and business. Special attention will be paid to a set of "tools" to assess the prospect of political instability and social unrest in countries important to U.S. business interests and the role of political and economic dynamics to promote conflict resolution will be examined. There will be focus on contemporary oil and other business interests from the perspective of nation- state conflict and the perspective of non-state (i.e., terrorist group) threats. At the same time, there will also be focus on the challenges and opportunities that American business people must confront when conducting business in international settings.

Course Descriptions

Management

MGT 201 Principles of Management 3 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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 Credits
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 461 Business Strategy and Policy(Capstone) 3 Credits
Prerequisites: ACC 418 or 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.

MGT 470 Public Administration/ Governmental Management 3 Credits
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 Credits
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.

MGT 475 International Management 3 Credits
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 481-483 Directed Study in Management 1 – 3 Credits
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

Course Descriptions

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 Credits **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 Credits **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 Credits **Prerequisite: COM 510, QM 520**

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 546 Strategic Management of Organizations as Complex Adaptive Systems 3 Credits **Prerequisite: MGT 670**

This course lays the foundation for the strategic management of organizations by briefly surveying the literature in organizational theory to develop a deeper understanding of what organizations are and how they adapt their internal environment and actions to interact successfully with their external environment. Systems theory, specifically the theories of complex adaptive systems and autopoietic systems, are used to explicate the characteristics of organizations as dynamic learning systems, and contingency theory is used to explain the organization's need for feedback-oriented action learning. This understanding of organizations then informs a robust overview and critique of contemporary strategic management theories and practices.

MGT 547 Strategic Management of Human, Structural, and Relationship Capital 3 Credits **Prerequisite: MGT 546**

This course develops a framework for the strategic management of intangible assets as a most efficacious resource in today's knowledge-intensive organizations. The evolution of economic orders through history is traced briefly, the forces propelling progress are identified, and the dominant management approaches in each age are compared. The unique dynamics of the knowledge age are explained to make the case for an approach to strategic management that builds human, structural, and relationship capital, while increasing the organization's capacity to adapt and reinvent itself. The alignment of new strategies and structures are discussed, including the strategic use of information systems throughout the organization as a means of increasing participation, facilitating learning, and developing the organization's intangible assets. Short case studies will be used to help students move from theory toward application in the course.

MGT 548 Strategic Management of Knowledge and Innovation 3 Credits **Prerequisite: MGT 547**

This course studies the strategic management of cognition, the creation and use of knowledge for competitive advantage, and organizational practices that foster innovation. The implications of the dispersed nature of knowledge within organizations and society and the bounded rationality of top managers are examined. Leaders and managers are identified at all levels of the organization, and an apoietic is given for their indispensable role in strategic management. A dynamic and iterative model of continuous strategic management driven by managerial cognition, decision making, and feedback through information systems is presented. Techniques for improving mental models and cognition are discussed. Current uses of information systems for knowledge management are reviewed. The contemporary literature on innovation theory is surveyed, and the course concludes with a series of short case studies on successful organizational practices that facilitate innovation.

MGT 549 Managing Strategic Renewal and Change 3 Credits **Prerequisite: MGT 548**

This course subsumes traditional theories of organizational development and change within the strategic management process. In doing so, it makes the case that creation of organization-wide systems designed to increase inclusion in the strategic management process may bring about learning, adaptations, strategic renewal of the organization, and indirect change better than traditional interventions by managers and consultants for direct change. The course reviews the current literature relevant to strategic renewal, draws upon the approach presented in the previous courses of the track, and both includes and critiques the insights of the traditional organizational development and change literature. Professors will guide students through a living case study that will propose the broad redesign of an organization's strategic management process, including its management and information systems, so that its structures will be aligned with its strategic management process.

Course Descriptions

MGT 555 Global Human Resources Management 3 Credits
Prerequisite: None

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 557 Labor Relations 3 Credits
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.

MGT 558 Managing Employee Development and Training 3 Credits
Prerequisite: MGT 555

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 Credits
Prerequisites: MGT 555, COM 510, QM 520

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 Credits
Prerequisite: MBA: COM 510, COM 515, QM 520; MSM: ACC 510, COM 510 and QM 520

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 610 Human Resource Management Capstone 3 Credits
Prerequisite: Completion of a minimum of 30 credit hours in the MSM program

This capstone course in the HRM Specialization integrates all aspects of human resource management principles, theories, and current practices to apply, synthesize and integrate the body of knowledge required in six areas required for Certification in Professional Human Resources (PHR) and Senior Human Resources (SPHR) by the Human Resource Certificate Institute (HRCI) of the Society for Human Resource Management (SHRM). Students apply critical thinking, analysis, and evaluation of the human resource functions in business management, strategy, organizational design, workforce planning, training, human resource development, compensation, benefits, employment law, employee and labor relations, and risk management. Students will gain an in-depth preparation for specific issues and current practices in the human resource management functional areas to develop acumen in HRM skills and acquire competencies required for certification of human resource professionals in the field.

MGT 670 Strategic Management Concepts 3 Credits
Prerequisites: MBA: COM 510, ECN 523 (may be taken concurrently), QM 520; MSITL: COM 510, QM 520; MSM: COM 510, ECN 523, and QM 520

This 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.

MGT 680 Case Study Competition
Prerequisite: MBA: MGT 670 (may be taken concurrently)
MSM: Completion of a minimum of 30 credit hours.
MSMKT: Completion of a minimum of 29 credit hours.
MSITL: Completion of a minimum of 33 credit hours.

This capstone course provides students with an educational experience based upon their coursework across business disciplines. When the elements of business are effectively integrated, senior leaders make better decisions in managing their organizations. The course serves as the culmination of the student's graduate studies, providing an opportunity to apply concepts and skill sets acquired in their program. Multiple sections are available. One is designed to analyze a contemporary business case; another to participate in a business school competition; a third will provide a travel abroad program. In the contemporary business case course, for example, students will be assigned to teams, which will develop an analysis of the company, prepare a recommended course of action, and make a formal presentation.

Course Descriptions

Marketing

MKT 202 Principles of Marketing 3 Credits *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 Credits *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 Credits *Prerequisite: MKT 202*

This course examines the role of managing the promotional aspect of the marketing function from the perspective of marketing leadership. 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 Credits *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 Credits *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 Credits *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 conduct research and also evaluate and present their findings.

MKT 445 e-Marketing Communication 3 Credits *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 a wide range of technology platforms, including e-mail, discussion groups, and the World Wide Web. The final project is the analysis or construction of a simple Web site.

MKT 453 Social Media Strategies 3 Credits *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. This class emphasizes 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 460 Strategic Marketing 3 Credits *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 461 Enterprise Sales 3 Credits *Prerequisite: MKT 202*

This course provides a detailed introduction to and application of the fundamental concepts of professional selling as applied to the business enterprise. Applications of sales practices in the retail and business-to-business environments will be considered.

Project work with local businesses will be an important component of this class.

MKT 462 Professional Selling 3 Credits *Prerequisite: MKT 202*

This course provides a detailed introduction to and application of the fundamental concepts of personal selling as applied to the individual. Everyone, regardless of career interest, needs to possess the ability to sell their services and ideas whether

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interviewing for a job or arguing their position on a particular topic during a meeting. Contemporary examples of personal selling will be discussed and critiqued and course participants will have considerable opportunities to gain practical experience.

MKT 481-483 Directed Study in Marketing 1-3 Credits **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 Credits **Prerequisites: 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 Credits **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 541 Public Relations Strategies 3 Credits **Prerequisite: MKT 550**

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 Credits **Prerequisite: MKT 550**

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 543 Creativity and Innovation 3 Credits **Prerequisite: MSMKT: MKT 550**

Creativity and innovation are the essential contributors to success for many of today's organizations. Some of the most significant gains in shareholder value in recent years are due to a culture of creative innovation. Many consider a culture of creativity and innovation as the only sustainable competitive advantage available to firms. This course is designed to explore factors that stimulate and inhibit creativity in individuals, groups, and organizations and to introduce you to the practices necessary to stimulate and manage innovation. The initial part of the course will examine creativity, focusing on the social conditions which lead to new ideas and technologies. The second part of the course will consider the way in which new ideas and technologies are instituted and resisted. Ultimately, this course will focus on developing new ways of thinking, which are different from those typically learned in Graduate Business programs.

MKT 550 Managing the Marketing Function 3 Credits **Prerequisite: MBA: ACC 510, COM 510 and QM 520; MSITL and MSMKT: COM 510, QM 520**

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 Credits **Prerequisite: MKT 550**

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.

MKT 554 Marketing Management 2 Credits **Prerequisite: MBA: FIN 510; MSMKT MKT 550**

This course is designed to provide the knowledge and skills necessary to develop marketing strategy at the enterprise level. The course will focus on issues such as the selection of which businesses and segments to compete in, how to allocate resources across businesses, segments, and elements of the marketing mix, as well as other significant strategic issues. Emphasis will be placed on designing and measuring the effectiveness of marketing strategies.

MKT 560 Brand Management 3 Credits **Prerequisite: MKT 550**

While products and services can often be copied, consumer attitudes are much more difficult to replicate. This course provides insights into how effective brand strategies can be created to establish and strengthen consumer attitudes and

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the implications for brand management practitioners. Through an integration of theory and practice the course will provide a perspective on the brand management function as part of corporate marketing. Contemporary examples of brand management will be discussed and critiqued.

MKT 589 Professional Internship/Consulting Project **Prerequisites: MSMKT: Completion of a minimum of 27 semester credit hours**

This required MSMKT course allows students to apply their accumulated skills and experiences into a supervised practicum. This practicum can take the form of an internship or consulting project that is approved by the program director. Students are allowed to propose internships that they have arranged to the program director or students will be offered opportunities arranged by the college. Practicums may be paid or unpaid depending on the circumstance of the project.

Quantitative Methods

QM 202 Statistical Methods for Business 3 Credits **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 Credits **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 such as non-parametric statistical tests. Hypothesis testing with parametric tests include Z, T, and F correlations and regression analysis is also covered.

QM 402 Introduction to Quality Analytics 3 Credits **Prerequisite: QM 301**

This course will introduce students into the ideals of quality analytics. It will step beyond the methods of standard analytical courses and focus on a more applied approach to methods, processes, and standard business applications. Other concepts will include practices introduced by Deming, Juran, Ishikawa, Shewhart, and Wheeler.

QM 403 Introduction to Visual Data Analysis 3 Credits **Prerequisite: QM 301**

This course will introduce students into the world of visual data analysis. Relationships between data types, situational instances, and process evaluation will be aligned with the appropriate tool for assessment. The concept of PGA (Practical, Graphical, and Analytical) will be discussed to give students an armament of tools when facing today's complicated business situations. Students will complete this course with "real world" application case studies and presentation of findings.

QM 404 Introduction to Linear Prediction 3 Credits **Prerequisite: QM 403**

The linear prediction capstone course will advance students into the concepts of mathematical linear prediction. Concepts will include simple linear and multi-linear regression, and multivariate charting. This course will draw from each of the prior courses, tying all the analytical concepts together. Students will complete this course with "real world" application case studies and presentation of findings.

QM 520 Business Analytics 3 Credits **Prerequisite: COM 510 (may be taken concurrently)**

This course in business analytics develops important skills in data analysis, modeling, and decision making under uncertainty. It is designed to train students to use valid inferences data to inform their decision. The topics covered in the course include exploratory data analysis, probability, analysis, estimation, simulation, hypothesis testing, and regression analysis. Business Analytics emphasizes application of analytical techniques through its lectures, case analysis and discussions, and computer exercises. Effort is made to translate the statistical results into language understood by non-technical audiences and similar communication is expected from students. Real-world cases of successes and failures with analytics-based business strategies are considered. This course presents topics from statistics and decision theory that can help clarify managerial problems and aid in selecting appropriate courses of action to enhance decision-making ability. The focus is on analysis, interpretation, and application of data collected for management decision making. Topics include sampling, statistical inference and hypothesis testing, analysis of variance, chi-square, correlation and regression analysis, and applications to statistical process and quality control (SPC) and industrial experimentation (DOE). This course is one of the two Graduate Gateway courses.

Taxation

TAX 401 Survey of Federal Taxation 3 Credits **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.

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TAX 495 Tax and Business Taxation I 3 Credits
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 Credits
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 Credits
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 Credits
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 Credits

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 Credits
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 Credits
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 Credits

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 Credits

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 Credits

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.

TAX 522 Income Taxation of Trusts and Estates 3 Credits
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

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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 Credits **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 Credits **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 Credits **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 540 Tax Practice and Procedure 3 Credits **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 3 Credits **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.

TAX 550 International Taxation 3 Credits **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 Credits **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 Credits **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 Credit **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.

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TAX 571 Tax Research Paper (Advanced) 1 Credit

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 Credit

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 Credits

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 Credit

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

This course will consist of a tax research and writing assignment covering one or more of the subject matters of the student's required MST courses and an essay reflecting on the student's assessment of their performance in the MST program. In addition, the student will be required to attend a one hour meeting with the director of the MST program for the purpose of reviewing the student's portfolio of graded writing assignments in the MST program and assessing the student's completion of the MST core competencies. This course is offered only on a pass/fail basis and consists of the course assignments and a single meeting before the beginning of the finals week (or such other times as may be announced on the course section of the Walsh College Portal).

TAX 581-583 Directed Study in Taxation 1-3 Credits

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 Credits

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 Credits

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 Credits

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 Credits

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 Credits

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 Credits

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.