

Course Descriptions

Accounting

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 301

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 and ACC 303

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 and ACC 303

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 and ACC 406

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 302 or ACC 303 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 483 Directed Study in Accounting 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. Requests for a directed study must be initiated through the Admissions and Academic Advising Office and are granted only

Course Descriptions

in unique circumstances. Students are limited to no more than 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 3.250

This elective course gives students who have secured accounting or tax internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting/tax internship position for a minimum of 11 weeks. The student will maintain a written weekly log for all duties performed and will submit a formal report on the internship experience submit an employer prepared performance review and complete a project determined by the department chair. An accounting/tax internship can only be used as elective credit.

Requests for an internship must be initiated through the Admissions and Academic Advising office. No more than 3 credits are allowed 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 3.250

This elective course gives students who have secured accounting or tax internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting/tax internship position for a minimum of 11 weeks. The student will maintain a written weekly log for all duties performed and will submit a formal report on the internship experience submit an employer prepared performance review and complete a project determined by the department chair. An accounting/tax internship can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. No more than 3 credits are allowed 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

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

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: MAC: ACC 501; MAC for Accounting Graduates: None

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

ACC 505 Managerial Accounting 3 Credits
Prerequisite: ACC 508

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

ACC 506 Accounting Information Systems 3 Credits
Prerequisite: ACC 501

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 508 Introduction to Accounting 3 Credits
Prerequisite: None

This course is an introduction to the preparation and analysis of financial statements. The basic principles of accounting will be emphasized. Specific topics include the accounting cycle; general purpose financial statements; and accounting for assets, liabilities, equity, revenue, and expenses.

ACC 511 Business Combinations 3 Credits
Prerequisites: MAC: ACC 502 and ACC 503; MAC for Accounting Graduates: ACC 503; Undergraduate: ACC 302 and ACC 303

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: MAC: ACC 502 and ACC 503; MAC for Accounting Graduates: ACC 503; Undergraduate: ACC 302 and ACC 303

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

Course Descriptions

ACC 513 Accounting Practices 3 Credits

Prerequisites: COM 525, MGT 502, and MGT 503

This course introduces the basic concepts of financial accounting. Several important concepts will be covered in detail: the accounting cycle, short-term and long-term assets and liabilities, revenue and expense recognition, and equity. Emphasis will be placed on the understanding of the four basic financial statements – the income statement, balance sheet, the statement of cash flows, and the owner’s equity statement. Upon completion, students will be able to analyze, summarize, and interpret financial data and implement data-driven decision making.

ACC 515 Auditing 3 Credits

Prerequisites: MAC: ACC 502, ACC 503, ACC 506 and ACC 518; MAC for Accounting Graduates: ACC 503 and ACC 518; Undergraduate: 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 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 502 or ACC 503

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

Prerequisites: ACC 503 and ACC 518 (may be taken concurrently)

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

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 564 Data Analytics for Accounting 3 Credits

Prerequisite: IT 542

Analysis of data as it pertains to Accounting professionals. The focus will be on analytic techniques for decision making and examination of “big data” involving accounting information. The course will include discussion and application of the technical aspects of data acquisition, cleansing and loading into data warehouse structures. Hands-on experience to develop skills with select software tools used in data analytics for accounting professionals.

ACC 565 Data Analytics Capstone 3 Credits

Prerequisite: ACC 564

The Capstone/Practicum 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 the end of the semester.

ACC 570 Forensic & Investigative Accounting 3 Credits

Prerequisites: MAC: ACC 502, ACC 503; MAC for Accounting Graduates: ACC 503

This course provides an overview of the nature, elements and scope of modern forensic and investigative accounting. Topics include fraud assessment and detection, fraud auditing, litigation support, valuation, cybercrime and other key forensic topics. Students will also solve case studies that require practical application of the investigative techniques covered in the course.

ACC 574 Industry Accounting and Auditing 3 Credits

Prerequisites: ACC 511, ACC 512 and ACC 515

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 577 Payroll and Employee Benefits Accounting 3 Credits

Prerequisite: MAC: ACC 501; MAC for Accounting Graduates: None

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 3 Credits

Prerequisites: MAC: ACC 501, ACC 502, TAX 595, and TAX 596. MAC for Accounting Graduates: TAX 596; MST: TAX 510

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.

Course Descriptions

ACC 580 Business Law for Accountants 3 Credits

Prerequisites: None

This course is a comprehensive overview of key business law concepts including business organizations, agency, sales and leases, contracts, negotiable instruments, creditor rights and bankruptcy, property, secured transactions and related topics. The focus of this course is to be practical for all business students as well as to allow accountants preparing for the CPA exam to learn/refresh their knowledge on areas covered on the exam.

ACC 588 Accounting Internship 3 Credits

Prerequisites: ACC 501 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.250.

This elective course gives students who have secured accounting or tax internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting/tax internship position for a minimum of 11 weeks. The student will maintain a written weekly log for all duties performed and will submit a formal report on the internship experience submit an employer prepared performance review and complete a project determined by the department chair. An accounting/tax internship can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. No more than 3 credits are allowed in directed study, practicum, and/or internship courses toward graduation requirements.

ACC 594 Accounting Practicum 3 Credits

Prerequisites: ACC 501 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.250.

This elective course gives students who have a part-time or full-time 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 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

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 483 Directed Study in Business Law 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 1, 2, or 3 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 6 semester credit hours (if approved) toward graduation requirements in directed study, practicum, and/or internship courses.

BL 515 Business Law and Ethics 3 Credits

Prerequisites: COM 525, MGT 502, and MGT 503

This course is a survey of the ethical and legal environment of business. Students are provided with a basic and practical understanding of American and international law in such a way as to assist them in meeting the challenges of day-to-day legal and ethical decision making in a rapidly changing business climate. Students will discuss and explain the basics of modern contract law (E-contracts included), internet law and social media, in addition to identifying and evaluating business and employment relationships, aspects of property law and commercial transactions. Comparing aspects and advantages of various business organizations is included. Students will also learn and evaluate current national and international perspectives from the online "Global Business Ethics Watch" and will participate in class and related group projects to enhance the practical learning experience of this course.

Communications

COM 210 Principles of Business Communications 3 Credits

Prerequisite: None. Students are required to complete this course within their first 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 email, memos, letters, and other business documents. Students will assess nonverbal communication and public speaking strategies.

COM 300 Communication Essentials 1 Credit

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

Course Descriptions

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 9 semester credit hours in residence at Walsh College.

Students will be presented with a variety of rhetorical scenarios designed to develop problem solving and critical thinking skills. Assignments will acquaint students with models for a number of common business documents, including emails/memos, executive summaries, and both good- and bad- news letters/formal blog posts. Emphasis is on writing and public speaking.

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 483 Directed Study in Communications 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 1, 2, or 3 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 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

COM 510 Leadership Communication 3 Credits
Prerequisite: None

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.

COM 525 Applied Organizational Communication 3 Credits
Prerequisite: MGT 502 (allowed concurrent with MGT 502)

This course explores the role of communication in organizations. Students will advance their oral and written communication skills to engage internal and external audiences. The complexities of different audiences and channels will be explored with attention to the different expectations for formal and informal communication, culture, new media, virtual communication and presentations, and interpersonal relationships.

Communication processes to effectively provide performance feedback, maximize team performance, manage meetings, promote strategy, and manage reputation will be examined. Students will apply relevant persuasive communication theories to enhance personal credibility, resolve conflict, achieve consensus, navigate change, and management organizational crises.

Economics

ECN 405 Managerial Economics 3 Credits
Prerequisites: ECN 201 and ECN 202

This course applies microeconomic and macroeconomic theory and economic models to solving real world business problems. The topics covered include demand, supply and equilibrium prices, production and cost analysis, market structure and its effects on product pricing strategies, role of money in macro economy, risk analysis, managerial decision-making in a global economy, and the role of government in business.

ECN 523 Global Economics 3 Credits
Prerequisite: None

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.

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

Course Descriptions

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 or ACC 300*

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, as to its impact on the outcome of investment decisions is discussed.

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 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 (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.

Course Descriptions

FIN 460 Fundamentals of Financial Fraud 3 Credits

Prerequisites: ACC 202 or ACC 300 and FIN 315

This course provides an overview of the nature, elements and scope of financial fraud. Topics include the various types of fraud, the anatomy of typical “fraudsters,” the red flags of financial fraud, the prevention of fraud, and the techniques and tools used to detect fraud in organizations. Students will also solve case studies that relate to contemporary issues in financial fraud (including its assessment, prevention and detection).

FIN 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 1, 2 or 3 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 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

Prerequisite: 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.

FIN 510 Financial Management 3 Credits

Prerequisite: ACC 500 or ACC 508

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: None Undergraduate: ECN 202

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.

Course Descriptions

FIN 516 Financial Budgeting and Forecasting 3 Credits

Prerequisite: ACC 513

This course is an overview of the principles of financial management aimed at students with non-business undergraduate degrees who wish to acquire the skills needed to begin and run a small business. Content includes: time value of money techniques applied to various business and personal financial situations, various techniques to evaluate investments in capital assets, creating and using budgets and forecasts, forms of business entities, working capital management, funding a new business, and financial aspects of a business plan.

FIN 520 Real Estate 3 Credits

Prerequisite: FIN 510

This is a practical course on real estate investment. Students study 3 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

Prerequisite: 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 525 Risk Management 3 Credits

Prerequisite: None

This course is an examination of corporate risk management principles used to manage the consequences of uncertain events. Students learn how to manage risk in a global, integrated, and holistic manner across the enterprise. This course explores best practices for identifying, quantifying, and mitigating risk in order to achieve business objectives consistent with corporate risk appetite and tolerance.

FIN 532 Portfolio Analysis 3 Credits

Prerequisite: FIN 521

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

FIN 583 Directed Study in Finance 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 1, 2 or 3 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 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

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.

FIN 590 Mergers and Acquisition 3 Credits

Prerequisites: FIN 506 and FIN 510

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

Information Technology

IT 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.

Course Descriptions

IT 335 Business Driven Technology 3 Credits *Prerequisites: IT 305 and COM 210*

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.

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: IT 201*

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, websites 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: IT 202*

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 *Prerequisites: QM 202*

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: IT 203*

This course examines the 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. Various aspects of software engineering practices in use in the real-world will be explored. We 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. of Topics include memory management, design patterns, libraries, object-oriented programming, testing, refactoring, working with files\ databases, application flow, and

Course Descriptions

writing secure code through projects written in a contemporary programming language. The course will also involve the application of secure software development practices throughout the coding process.

IT 413 Web Development 3 Credits *Prerequisites: IT 410*

This course examines standard and emerging Internet technologies and how they may be leveraged to design and develop web-enabled applications. Topics include best practices for web design, interface development, server-side application code development, APIs and web services. The use of industry standard tools and testing techniques are also integrated throughout the course.

IT 417 Fundamentals of Cybersecurity 3 Credits *Prerequisite: IT 204*

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 Ethical Hacking Strategies & Tools 3 Credits *Prerequisite: IT 417*

This course will introduce the student to common attack techniques and mitigating countermeasures. The student will learn to conduct common attacks via theoretical and hands-on approach to Websites, 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 Advanced Team-Based Attack/Defend Techniques 3 Credits *Prerequisites: IT 417 and IT 419*

This course is designed to synthesize knowledge of the hacking and counter hacking strategies. In a semester-long project, students will simulate the functioning of a real-world cybersecurity team by actively addressing a variety of security challenges. Each work team will be required to not only prepare offensive attacks and defensive security measures, but also to formally test their proposed countermeasures to ensure accuracy. As a result, this problem-based course also enables students to hone the communication (written and verbal), contribution, and collaboration skills necessary for success as well-rounded security professionals.

IT 450 Fundamentals of Automotive Cybersecurity 3 Credits

Prerequisite: IT 419

This course provides background on relevant vehicle standards and best practices related to cybersecurity. It also provides an introduction to relevant engineering elements of vehicles and an examination of potential cybersecurity vulnerabilities of those elements. This course culminates with the creation of a penetration test plan for examining cybersecurity vulnerabilities in order to recommend potential remediation of those identified vulnerabilities.

IT 451 Automotive Network Strategies, Tools, and Techniques 3 Credits

Prerequisite: IT 450

This course exposes students to core vehicle communication protocols. Students build on their understanding of vehicle systems through hands on exposure to the CANBus. Students will learn to connect to, communicate on, and analyze traffic from a vehicle network. Students' demonstrate their knowledge and mastery of the CANBus through a midterm and final project.

Students will extend their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and base communication technologies.

IT 452 Connected Automotive Ecosystems and Attack Surfaces 3 Credits

Prerequisite: IT 451

This course expands students' knowledge through the exploration of vehicle wireless technologies, electronic control units, in-vehicle infotainment systems, telematics, vehicle-to-vehicle and vehicle-to-infrastructure communications. Students learn to perform vehicle threat analysis through hands-on projects. This course culminates with the creation of a penetration test plan for examining cybersecurity vulnerabilities in order to recommend potential remediation of those identified vulnerabilities.

Students will expand their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and vehicle communication technologies.

IT 453 Advanced Automotive Penetration Testing and Threat analysis 3 Credits

Prerequisite: IT 452

Students are exposed to software and hardware reverse engineering, along with automotive threat and malware analysis. This course culminates a series of hands on projects where students demonstrate the knowledge and skills gained across all four automotive cybersecurity classes.

Students extend their knowledge of reverse engineering, and demonstrate their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and base communication technologies.

Course Descriptions

IT 460 Digital and Network Forensics 3 Credits

Prerequisite: IT 417

This course will introduce students to the scientific principles and methods of forensic science associated with the digital space. Students will gain critical understandings of hardware and software relationships to cyber forensics. This course relies heavily on students synthesizing the subject matter through hands on labs and a “real life” forensic exam for the final project.

IT 461 Security Operations and Awareness 3 Credits

Prerequisite: IT 417

This course will introduce students to the primary concepts of security operations and monitoring in an organizational environment. The student will gain critical understandings of security operations centers (SOC), along with SOC’s pivotal role in organizational security posturing. Students will gain an understanding of security education and posturing with non-technical roles.

IT 462 Securing Cyber Physical Systems 3 Credits

Prerequisite: IT 417

This course will introduce students to cyber physical systems, including: power systems, transportation systems, Internet of Things technologies, and other physical control based systems. Students will gain an understanding of design, defense and assessment of cyber physical systems.

IT 463 Cryptography 3 Credits

Prerequisite: IT 417

Modern cryptographic algorithms and techniques underpin many of the tools, programs, and devices used to provide security in today’s organizations. In this course, students will get an in-depth look at the building blocks of cryptographic algorithms, utilize modern ciphers through practical exercises, discuss current issues around cryptography, and gain a deep understanding of how cryptography is used to ensure the confidentiality, integrity, availability, and non-repudiation of organizational information. Symmetric, asymmetric, and un-keyed algorithm will be explored, as well as practical attacks and defenses applicable to cryptographic keys.

IT 483 Directed Study in Information Technology 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 1-3 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 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 coursework.

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 501 Systems Analysis 3 Credits

Prerequisite: None

As technology evolves as does the methodology for the support and development of operational activities to manage the many unique characteristics of processing environments. This course will provide the introduction into the information technology governance, business process and development methodologies to allow our students to be an effective liaison between technology and business. This course covers modeling, requirements gathering as well as high level understanding of the many technology components to support the enterprise.

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 505 Governance, Risk and Compliance 3 Credits

Prerequisite: IT 501 (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

Course Descriptions

mitigation strategies. Compliance refers to the responsibility of organizations and their technology departments to comply with internal and external requirements. Topics include governance 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 501 (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 511 Threats, Vulnerabilities, Controls and Countermeasures 3 Credits *Prerequisite: IT 501 and IT 565*

Organizations are under constant threats from malicious attackers internal and external to the organization. In order to respond and defend the organization against these attacks security professionals must have the knowledge and skills to assess cybersecurity threats and vulnerabilities and recommend and implements appropriate controls and countermeasures. This course will prepare cybersecurity incident handlers to manage security incidents by understanding common attack techniques, vectors and tools as well as defending against and/or responding to such attacks when they occur. This course will provide students with the foundation to prepare to take the GCIH (GAIC Certified Incident Handler) certification which focuses on detecting, responding, and resolving computer security incidents.

IT 512 Intelligence Analysis Tools and Techniques 3 Credits *Prerequisite: IT 501 and IT 565*

Intelligence analysis is the process of generating intelligence from data and information using a variety of tools, techniques and resources that will be reviewed and applied throughout the course. This course will prepare a student to participate in intelligence gathering and analysis in a diverse environment on a variety of significant issues related to cybersecurity.

IT 513 Social, Political and Cultural Impacts of Cybersecurity 3 Credits *Prerequisite: IT 501 and IT 565*

This course focuses on the need to understand the risks of cyber-attack as cybersecurity risks pose some of the most serious economic and national security challenges the world is currently facing. Essential systems and resources are now

increasingly software dependent, distributed, and interconnected through the Internet. This course will examine real and potential detrimental consequences of this growing connectivity and dependence on the Internet and its impact on political conflict, social instability, and other events. This course will evaluate the benefits the Internet has provided in making communication and information sharing easy along with the realization that it has also created a new space in which criminals and terrorists can operate often anonymously with difficult, if not impossible, attribution.

IT 514 Current Issues in Cybersecurity 3 Credits *Prerequisite: IT 501 and IT 565*

Cybersecurity risks to nations and individuals are evolving continuously. This course focuses on investigating current cybersecurity and cyber operations challenges including big data, social networking, cybercrime, and cyber war. The student will explore the cybersecurity risks and challenges as well as defensive and offensive controls and countermeasures.

IT 520 Information Technology 3 Credits *Prerequisite: None; BAC and BBA: IT 305 and COM 210*

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 535 Information Technology and Innovation 3 Credits *Prerequisite: MGT 502 (allowed concurrent with MGT 502)*

This course will explore the role technology plays in organizations today, particularly the ways we acquire, process, store, and disseminate information. It will focus upon the value of organizational information and networked connectivity in today's organizations, and in the differentiation offered through innovation and creativity. Students will acquire knowledge of essential IT practices and procedures such as: information security plans, information management procedures, RFP and vendor selection processes, e-business, disaster recovery and business continuity planning. Select project management methodologies will be introduced, as well as various project selection and prioritization processes. Innovative technologies such as mobile and sensor technologies will be framed in the context of business differentiation and opportunity. Finally, the disruptive nature of technology will be evaluated along with other emerging technologies that will impact organizations in the future.

IT 540 Introduction to Data Science 3 Credits *Prerequisite: QM 520*

Data is the core asset of organizations in all domains. Managing that data and extracting actionable results is key to business

Course Descriptions

survival and success. This course introduces the student to the field of data science. It provides an interdisciplinary overview of the various domains integrated into data science including business acumen, quantitative analysis, data storage and retrieval technologies, visualization and presentation methodologies.

IT 541 SQL and Dimensional Data Analytics 3 Credits

Prerequisites: IT 540 and QM 520

This course provides an overview of data analysis techniques utilized to explore data in SQL and dimensional (data warehouse) databases. The course will introduce database concepts on the design of database repositories and the fundamentals of database querying. Business intelligence and data analytic techniques will be introduced to demonstrate the exploring and extraction of information from datasets stores in SQL and dimensional data bases.

IT 542 Big Data Analytics 3 Credits

Prerequisites: IT 540 and QM 520

The course introduces students to the distributed file system data repository utilized for Big Data collection, storage and querying. This course begins with a discussion of big data and how it is differentiated from traditional data repositories. Students will examine the data file structure and the tools and techniques used to organize, explore, extract and analyze data sets. Students will be introduced to the Hadoop data structure and the associated tools including MapReduce, Pig and other supplemental tools. Students will employ big data analysis techniques on real world case studies.

IT 543 Social Network, Geospatial and Web Analytics 3 Credits

Prerequisites: IT 540 and QM 520

Data is no longer only stored in structured data repositories. The growth of social networks and GIS (Geographic Information Systems) have greatly expand the use and storage of non-traditional data. This course introduces the student to analyzing data in the new areas of social network and GIS systems. Students will examine the structure and patterns of relationships evident in social networks. Students will also examine location data from GIS systems as part of comprehensive data analysis. Students will also examine methods of exploring and analyzing Web based date stored in a variety of formats and structures.

IT 544 Data Visualization and Predictive Modeling 3 Credits

Prerequisites: IT 540 and QM 520

The goal of this course is to expose students to visual representation methods and techniques that increase the understanding of complex data. Students will learn how to take raw data, extract meaningful information, use statistical tools, and make visualizations to improve comprehension, communication, and decision making.

IT 545 Using R for Data Analysis 3 Credits

Prerequisites: IT 540 and QM 520

This course provides an introduction to the programming language of R which is a powerful language that allows statistical queries to be incorporated in programmed data queries. Students will learn basic R syntax and techniques and will incorporate that knowledge into statistical programming and reporting.

IT 550 Fundamentals of Automotive Cybersecurity 3 Credits

Prerequisites: IT 565 or equivalent certifications

This course provides background on relevant vehicle standards and best practices related to cybersecurity. It also provides an introduction to relevant engineering elements of vehicles and an examination of potential cybersecurity vulnerabilities of those elements. This course culminates with the creation of a penetration test plan for examining cybersecurity vulnerabilities in order to recommend potential remediation of those identified vulnerabilities.

IT 551 Project Management Fundamentals 3 Credits

Prerequisite: MSIT and MSITL: IT 501 (may be taken concurrently)
GPM Certificate: None

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. 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 Project Program and Portfolio 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.

Course Descriptions

IT 553 Product Program 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 554 Agile Project Management 3 Credits

Prerequisite: None

This course will provide insights, guidance and best practices on the art and science of agile project management. It will examine the basic principles and mindset behind managing agile projects. Agile has revolutionized the way teams approach software development and project management, but with dozens of agile approaches to choose from, the decision to “go agile” can be tricky. This course helps sort it all out by defining the various agile approaches, tools and techniques, as well as focusing on changing the team’s mindset and “think agile.” The PMI-ACP Exam Prep book outlines this material by breaking it down into seven domains, as well as the agile tools & techniques (T&Ts) and knowledge & skills (K&Ss).

IT 555 Global Project leadership 3 Credits

Prerequisite: IT 551

With the increasing trend for outsourcing, off-shoring and globalization, many organizations are taking advantage of geographically distributed skills, round-the-clock operations and virtual teams. Since the organization structures and project management methodologies are not adapted to a multicultural environment, many companies struggle to obtain acceptable levels of efficiency and quality from global projects. This course provides a comprehensive framework of good practices on global project management; it is primarily directed at project managers, program managers, and project office members involved in the preparation and application of project management methodologies in global environments.

It also demonstrates the main challenges faced by global project managers and define ways to apply tools, techniques and best practices to improve productivity, increase the quality of deliverables, and provide recommendations for smooth communication with people located in diverse, multicultural, and multilingual countries located in different time zones.

IT 565 Fundamentals of Cybersecurity 3 Credits

Prerequisite: IT 501 (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 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 501 (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.

Course Descriptions

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 501*

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.

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 *Prerequisites: COM 320 and 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 457 Global Management 3 Credits *Prerequisite: MGT 303*

This course provides for a critical examination, evaluation and discussion of the cultural, political, and economic issues driving global change. The course also explores the historical forces that have created the connected global environment and the impact that interconnectedness has had on people's lives in the

Course Descriptions

21st century. Students will investigate and discuss the benefits and challenges of the global issues affecting human beings as well as business sectors throughout the world. A primary goal of this course is to encourage and support students' increased analytical awareness of the evolving forces responsible for global social and economic change and to recognize the complexity of modern global relationships, which transform not only business environments but personal lives as well.

MGT 461 Business Strategy and Policy (Capstone) 3 Credits

Prerequisites: BBA-GB: ACC 418 or COM 340, FIN 315, MGT 303 and QM 301; BBA FIN: ACC 418 or COM 340, FIN 315, MGT 303, QM 301 and concurrent with FIN 425; BBA MGT: ACC 418 or COM 340, FIN 315, MGT 303, QM 301, and concurrent with MGT 410; BBA MKT: ACC418 or COM 340, FIN 315, MGT 303, QM 301 and concurrent with MKT 460

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 462 Diversity and Inclusion 3 Credits

Prerequisite: MGT 303

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 forces of change that have created a dynamic, multicultural, and socially diverse workforce. In addition, an exploration of how the interplay of economics, legislation, politics, consumerism and organizational complexity have created not only opportunities but also challenges for the equitable treatment of all employees. 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 463 Managing Technology as a Strategic Resource 3 Credits

Prerequisite: IT 335, MGT 303

Building on students' knowledge of the role of information technology in modern business, this course will explore the management of technology as a strategic resource. In the 21st century, managers must be able to identify business trends, scan the horizon for new technologies, and analyze the implications of that technology – positive and negative – on the organization. As a result, to be effective managers must be able to not only select and employ the most effective technology solutions to increase organizational efficiency and effectiveness but also to create a culture of innovation to foster intrapreneurship within the organization. Students will become conversant in the language of business technology and demonstrate their ability to analyze and develop strategies for business success through the application of emerging technologies.

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 483 Directed Study in Management 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 1, 2, or 3 semester hours of credit. Students must initiate the request to pursue a directed study through the Admissions and Academic Advising office. Students are limited to no more than 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 9 credit hours in internship courses toward graduation requirements.

MGT 501 Management 3 Credits

Prerequisite: COM 510

This course explores the basic theoretical understandings, methodologies, approaches, and practices necessary for managing twenty-first century organizations. Students develop an understanding of organizations as complex but adaptive systems and explore the mechanisms necessary to create and promote individual and organizational learning and growth. In addition, by reflecting on their own personal characteristics, students will work to develop plans for their personal and professional development.

MGT 502 Foundations for Business Success 3 Credits

Prerequisite: None

This course is required for non-business undergraduate applicants admitted into the Master of Arts in Business degree program. It will provide fundamental concepts across a comprehensive set of business disciplines. Its intent is to

Course Descriptions

ensure the student a successful transition to the graduate-level Master of Arts in Business. This course is fully online and is comprised of different learning modules, of which students will be evaluated. Each module covers a specific business discipline: Accounting, Business Law, Business Policies, Economics, Ethics, Finance, Global Business, Information Technology, Management, Marketing, and Statistics.

MGT 503 Human Resource Management and Organizational Behavior 3 Credits

Prerequisites: *MGT 502 (allowed concurrent). Must be taken within first 9 semester credit hours.*

As socio-technical systems, organizations are comprised of not only the techniques, tools, and systems that support the work but also the components that provide the structure to accomplish that work. In addition, the knowledge, skills, and behaviors of the people who perform the organization's work also play a critical role in the economic performance of the firm. This course provides students with the solid grounding in the business concepts and terminology necessary for success in the Master of Arts in Business program. This foundation is achieved by exploring the historical and contemporary theories, practices, and realities of individuals, groups and teams, as well as the tools and structures necessary to achieve optimal organizational performance of the organization as a whole in the dynamic twenty-first century.

MGT 539 Project and Program Management 3 Credits

Prerequisites: *COM 525, MGT 502, and MGT 503*

Successful organizations reach their goals through the application of project and program management processes. Project management focuses on shorter-term tasks, timelines and goals of a project. Program management involves strategic, corporate execution at a senior level, generally with larger scale impact to company finances and business goal achievement. Students will explore both project and program management and acquire the skills to manage smaller project initiatives as well as oversee program management endeavors. Concepts can be applied to existing organizations as well as to entrepreneurial initiatives.

MGT 540 Strategic Planning for Businesses and Entrepreneurs 3 Credits

Prerequisite: *Must have 21 semester credit hours completed*

Business organizations are consciously created, deliberately structured entities. In the complex, competitive, and dynamic marketplace of the twenty-first century, managers need to address and solve problems at both the organizational and the individual level. This problem-based, active learning course is designed to enable students to focus on not only acquiring the knowledge and skills necessary to recognize, interpret, and solve these issues, but also to develop the critical, reflective, and entrepreneurial thinking necessary to act as a change agent.

Using case-based scenarios, students will examine the elements of an organizations' system, its current position within that system, and the decisions necessary to generate a competitive advantage. Concepts will be applied to existing organizations as well as to entrepreneurial endeavors.

MGT 546 Strategic Management of Organizations as Complex Adaptive Systems 3 Credits

Prerequisite: *MGT 501*

This course provides the foundation for the strategic management of contemporary organizations and briefly surveys organizational theory for the characteristics of organizations and their adaptive mechanisms. In addition, systems theory is used to develop an understanding of organizations as complex, dynamic, learning systems that require feedback for continuous adaptation. The implications of this perspective for the strategic management of the firm are explored.

MGT 547 Strategic Management of Human, Structural, and Relationship Capital 3 Credits

Prerequisite: *MGT 546*

This course addresses the importance of intangible assets is justified by examining the broader changes in societies and economies in the past and through to the current unique dynamics of the knowledge age. The management of the strategic resources of the organization, with a focus on the intangible human, structural, and relationship capital, are explored. Human, structural, and relationship capital are then investigated in depth as critical means for achieving competitive advantage in the current environment.

MGT 548 Strategic Management of Knowledge and Innovation 3 Credits

Prerequisite: *MGT 547*

This course examines the generation of organizational knowledge and how that asset can be leveraged to help the organization innovate, adapt and create a competitive advantage. The dynamic learning processes of individuals, groups, and entire organizations are studied, illuminating the role of learning in the strategic management of the firm. The contemporary literature on innovation theory is surveyed, as are the organizational practices that facilitate innovation.

MGT 549 Managing Strategic Renewal and Change 3 Credits

Prerequisite: *MGT 548*

This course examines the processes that support the evolutionary and revolutionary changes necessary for achieving and maintaining competitive advantage. The activities within the change processes, and the different roles needed to perform them, are studied. The various ways in which strategic change and renewal are integrated into the broader processes of strategic management are explored.

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

Course Descriptions

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 *Prerequisite: MGT 555*

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: 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 595 Study Abroad 3 Credits *Prerequisite: Written permission of the department chair*

The Walsh Study Abroad course offers students an opportunity to study and travel in countries around the world. Students are able to experience new cultures in a unique learning environment. Destinations and course specifics will vary. Please refer to the current course registration packet for available options.

MGT 610 Human Resource Management Capstone 3 Credits

Prerequisite: MGT 670

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 650 Capstone – Business Planning 3 Credits *Prerequisite: Must have 24 semester credit hours*

This capstone course serves as the culmination of the student's graduate studies, providing an opportunity to integrate, synthesize, and apply the principles, knowledge, skills, and practices acquired across the MA in Business program. Using an activity-based approach, students will apply the theories acquired to create a written business plan to acquire the necessary resources to initiate an entrepreneurial endeavor that either expands an existing organization or creates a startup venture. In addition, students will develop and deliver a formal presentation marketing the proposed business plan that can be pitched to prospective investors.

MGT 670 Designing and Leading Competitive Organizations 3 Credits

Prerequisites: MBA: Completion of a minimum of 30 semester credit hours; MSM: Completion of a minimum of 24 semester credit hours; MSITL: Completion of a minimum of 27 semester credit hours; Dual MBA/MSF: Completion of a minimum of 45 semester credit hours; Dual MBA and MSM/MSMKT/MSITL: Completion of a minimum of 48 semester credit hours

Building on the conceptual knowledge developed throughout the program, this course explores the entire organizational system; the strategic decisions necessary to determine an organization's identity, its competitive advantage, scope, and positioning as well as the organization's placement in the industry, national, and global environments. In addition to this macro view of the organization, this course also examines the managerial decisions necessary to structure the organization to execute its strategy and the actions and processes needed to align, motivate, and lead the human capital charged with implementing organizational change.

Course Descriptions

MGT 680 Strategic Management: Audit of an Organization 3 Credits
Prerequisite: MGT 670

This course serves as the culmination of the student's graduate studies, providing an opportunity to integrate, synthesize, and apply the principles learned across the MBA and MS programs. In this experiential, performance-based course, students will refine and advance their knowledge and skills through the performance of a systematic strategic audit. This activity-based approach to a contemporary business case will not only sensitize students' to the real-world challenges businesses face but will also allow them to demonstrate their ability to assess organizational success in an ambiguous, dynamic, and complex 21st century environment. Using a structured approach, students will identify the entire spectrum of critical elements that comprise the organization, comprehensively analyze the systemic context of the corporation, assess the company's relative degree of success, and recommend sound strategic alternatives to ensure future organizational success.

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 202

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 email, discussion groups, and the World Wide Web. The final project is the analysis or construction of a simple Website.

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.

Course Descriptions

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 483 Directed Study in Marketing 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 1, 2, or 3 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 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

Prerequisite: MKT 202

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

MKT 488 Marketing Internship 3-9 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 9 credit hours in internship courses toward graduation requirements.

MKT 525 Marketing and Branding 3 Credits

Prerequisites: COM 525, MGT 502, and MGT 503

This course prepares students to connect a business with prospective customers and clients through the study of contemporary marketing techniques. The primary concepts in the course include 1) the development of a brand to build a distinctive image and to establish the basis for market value among consumers; and 2) an assessment of marketing strategies to communicate that image and corresponding value proposition to potential customers. Branding and marketing are essential concepts for professional to effectively translate their talents into an economy where markets offer a wide variety of competing choices. Students in this course will participate in and write about four essential marketing experiences and complete a branding project.

MKT 541 Public Relations Strategies 3 Credits

Prerequisite: MKT 550

This course involves students examining the role, process, strategy, tactics, and application of public relations from an integrated perspective, including the similarities and differences compared to advertising, marketing and journalism. Students will be exposed to the legal, ethical, social responsibility, and professional standards of the field and explore how persuasion, public opinion, and crisis communications are influenced in a dynamic, technology driven global society. Students will examine research techniques as a method to systematically gather information about an organization's environment, stakeholders, and competitors. Emphasis will be on developing public relations documents including media releases, pitches, and social media communications. Students will work in teams to develop and propose a full public relations program plan for an actual client.

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: 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 Marketing Fundamentals 3 Credits

Prerequisite: None

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.

Course Descriptions

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 555 Marketing Application and Metrics

3 Credits

Prerequisite: 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, such as philanthropy and ethics in marketing. Emphasis will be placed on designing and measuring the effectiveness of marketing strategies and reinvention of market-focused initiatives. The participants will engage in a team-based set (2) research case studies. In addition, there are several opportunities to interject their personal thoughts in a non-graded self-reflection manner.

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 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 588 Marketing Internship

3 Credits

Prerequisite: MSMKT: Completion of a minimum of 27 semester credit hours

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.

MKT 589 Consulting Project

3 Credits

Prerequisite: 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 520 Business Analytics

3 Credits

Prerequisite: None

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).

Course Descriptions

Taxation

TAX 490 Essential Tax Skills in the New Economy 3 Credits

Prerequisite: None

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 will be able to apply their knowledge of these general principles to analyze introductory level tax issues faced by individuals and their businesses.

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

Prerequisite: 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

Prerequisites: TAX 595 (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 (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 (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 and TAX 509 are recommended, but not required)

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 525 Advanced Concepts in Corporate Taxation including the Consolidated Tax Return (Corporate Tax II) 3 Credits

Prerequisites: MST: TAX 510; MAC/MAC.W: TAX 596

This course covers advanced topics in federal tax law as it applies to corporations. Students study redemptions, liquidations, mergers and other reorganizations, corporate divisions, carryovers of corporate tax attributes, taxable acquisitions and the rules for filing a consolidated corporate tax return.

TAX 531 Partnership and LLC Taxation 3 Credits

Prerequisites: TAX 501 and TAX 599; (TAX 507 and TAX 509 are recommended, but not required).

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.

Course Descriptions

TAX 532 Income and Transfer Tax Consequences for Estate and Trusts 3 Credits

Prerequisites: MST: TAX 501 and TAX 599; MAC/MAC.W: TAX 596

This course is a study of the estate gift, and generation-skipping transfer taxes and the income taxation of estates and trusts. Emphasis is placed on the after-death planning, affirmative uses of trust rules, treatment of specialized trusts such as irrevocable trusts, insurance trusts, charitable trusts, and grantor trusts.

TAX 540 Tax Practice and Procedure 3 Credits

Prerequisite: 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 550 International Taxation 3 Credits

Prerequisites: TAX 500, TAX 501, TAX 510, TAX 531, and TAX 599

This course will incorporate high-level discussion, application and presentation of current event tax topics across a variety of subjects taught in the core MST program. Emphasis will be placed on the synthesis of complex tax concepts and the ability to demonstrate, recognize and evaluate the technical policy, economic and practical application aspects of the topics.

TAX 560 Planning and Current Issues in Taxation 3 Credits

Prerequisites: TAX 500, TAX 501, TAX 510, TAX 531 and TAX 599

This course will incorporate high-level discussion, application and presentation of current event tax topics across a variety of subjects taught in the core MST program. Emphasis will be placed on the synthesis of complex tax concepts and the ability to demonstrate, recognize and evaluate the technical policy, economic and practical application aspects of the topics.

TAX 583 Directed Study in Taxation 3 Credits

Prerequisite: Written permission of the program director

A student wishing to investigate a topic not otherwise studied in their curriculum may elect a 1 to 3-semester-credit-hour directed study course. In general, a directed study will earn general elective credit and may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

TAX 595 Tax and Business Taxation I 3 Credits

Prerequisite: ACC 500 (may be taken concurrently); MST: None

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 Undergraduate: TAX495. 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 598 Tax Return Seminar 3 Credits

Prerequisite: MAC/MAC.W: TAX 596; MST: TAX 510 and TAX 531

This course is a practical seminar to introduce different types of tax return filings. The following U.S. Income Tax Forms will be prepared and analyzed: Form 1040, U.S. Individual Income Tax Return, Form 1120, U.S. Corporate Income Tax Return, Form 1120 S U.S. Income Tax Return for an S Corporation, Form 1065, U.S. Return of Partnership Income, Form 4797, Sales of Business Property, Form 8824, Like-kind Exchanges, Schedule D, Capital Gains and Losses. The related tax principles to accurately prepare basis returns will be emphasized. Related practice and procedure requirements in dealing with the Internal Revenue Service will also be addressed.

TAX 599 Introduction to Tax Research 3 Credits

Prerequisite: TAX 595 (may be taken concurrently); MST students should take this course or TAX 501 as their first course in the MST program.

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