

# SCHOOL OF BUSINESS AND ACCOUNTING

The Monroe University School of Business and Accounting prepares students for careers as effective, ethical business professionals in a dynamic global environment, using state-of-the-art instruction and real-world experience with full respect for the student body.

The A.A.S. programs in Accounting and Business Administration, B.B.A. programs in Accounting, Business Management, and General Business, and the M.B.A. program in Business Administration in the Bronx, New Rochelle, and fully online are accredited by the Accreditation Council for Business Schools and Programs (ACBSP). For more information on Monroe College's ACBSP accreditation, visit [acbsp.org](https://acbsp.org/) (<https://acbsp.org/>).

## Programs

- Accounting, AAS (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/accounting-aas/>)
- Accounting, BBA (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/accounting-bba/>)
- Accounting, MS (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/accounting-ms/>)
- Business Administration Certificate (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/business-administration-certificate/>)
- Business Administration, AAS (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/business-administration-aas/>)
- Business Management, Analytics, and Information Technology, MBA (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/mbabusinessmanagementanalyticsinformationtehnology/>)
- Business Management, BBA (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/business-management-bba/>)
- Business Management, MBA (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/business-administration-mba/>)
- Finance, BBA (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/finance-bba/>)
- General Business, BBA (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/general-business-bba/>)
- Professional Studies, BS (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/professional-studies-bs/>)
- Public Administration, MPA (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/public-administration-mpa/>)
- Sports Management, AAS (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/sports-management-aas/>)
- Sports Management, BBA (<https://catalog.monroeu.edu/catalog/schools-academic-programs/business-accounting/sports-management-bba/>)

## Course Offerings

### Undergraduate

#### AC - Accounting

##### AC-106 - Payroll Accounting (3 cr)

This course is designed to prepare students to handle payroll preparation and record keeping, as well as computation, payment, and reporting of payroll related taxes. This course is a study of payroll procedures, taxing entities, and reporting requirements of local, state, and federal taxing authorities in a manual and computerized environment. The student will develop personnel and payroll records that provide the information required under current laws and process payroll data and tax data and prepare reports.

##### AC-150 - Fundamentals of Forensic Accounting (3 cr)

This course provides a solid foundation for building skills in forensic accounting techniques, including gathering, interpreting, and documenting evidence. Students examine the investigative techniques used by accountants to conduct forensic examinations as well as the common schemes and techniques used to commit fraud. The skills acquired in this course will enable students to assist businesses in detecting, investigating, documenting, and preventing fraud. The course also introduces the many professional opportunities available to forensic accountants. Students should have a thorough understanding of the business transaction cycle and, at a minimum, a background in both financial accounting and auditing, obtained through either prior course work or professional experience.

##### AC-161 - Principles of Financial Accounting (3 cr)

This course emphasizes the nature and purpose of financial accounting as a means of recording, classifying and interpreting accounting data. It includes the use of Generally Accepted Accounting Principles and procedures in recording transactions, the accounting cycle, the accrual basis of accounting, the preparation of classified statements, and internal control procedures as they relate to corporate business entities. The accounting cycle is completed both manually and by computer.

##### AC-163 - Principles of Managerial Accounting (3 cr)

The course emphasizes understanding how accounting systems provide data useful for management decisions in all business areas. Students gain experience structuring business problems and analyzing management decisions.

*Prerequisite:* AC-161

##### AC-205 - Intermediate Accounting I (3 cr)

This course offers a comprehensive study of accounting theory. It examines the principles and practices relating to the interpretation of financial accounting data and statement presentation of cash, temporary investments, receivables, inventories, plant and equipment, and intangible assets.

*Prerequisite:* AC-211

##### AC-211 - Accounting Software Solutions- Small Business (3 cr)

This course offers a hands-on-approach to intergrated accounting using computerized accounting software. It consists of several major accounting systems: General Ledger, accounts receivable, accounts payable, inventory, payroll, and the end-of-period procedures. Students are taught hands-on methods for computerizing manual accounting systems.

*Prerequisite:* AC-161

**AC-231 - Federal Income Tax Law I - Personal Tax** (3 cr)

Federal Income Tax introduces basic concepts of the U.S. Tax Law, emphasizes filing requirements for individual taxpayers, gross income inclusions and exclusions, adjustments to income, and itemized deductions and credits. Topics dealing with the Internal Revenue Service, the audit process, interest and penalties, and methods of minimizing income taxes are also discussed. Both manual and electronic tax return preparation is emphasized and practiced. Recommend AC-161.

**AC-255 - Accounting for Government and Non-Profit Entities** (3 cr)

This course introduces the fundamentals of accounting for government and nonprofit organizations. The class focus is more heavily weighted to the discussion of governmental accounting. The differences between governmental (GASB) and "business" (FASB) accounting are greater than the differences between "business" and not-for-profit entities. The class focuses on the development and use of financial information and includes identifying and applying appropriate accounting and reporting standards for governments and not-for-profit organizations. The course also emphasizes the issues related to fund accounting including issues relating to long-term debt and fixed-asset accounting. Other topics include budgeting, budgetary control and reporting, management control, financial reporting, program analysis, measurement of output, reporting on performance, full-accrual and modified-accrual accounting, auditing, and preparation of financial statements.

*Prerequisite:* AC-163

**AC-305 - Intermediate Accounting II** (3 cr)

This course provides intensive coverage of corporate accounting and, in particular, capital stock rights, retained earnings, treasury stock and dividends. The following topics are also discussed: bonds payable, pensions, leases, accounting for income taxes, long term investment, statements of cash flow, direct and indirect costs, and accounting changes on financial statements. Price level and present value problems are discussed. Full disclosure in financial reporting is explored.

*Prerequisite:* AC-205

**AC-332 - Federal Income Tax Law II - Corporate Tax** (3 cr)

Students study federal income taxation of corporations, partnerships, estates and trusts, gift taxes and other taxes. Students prepare returns for each tax manually and by computer. There is also extensive research into the federal tax codes to determine proper tax liabilities and preparation/competition methodologies.

*Prerequisite:* AC-231 and AC-305

**AC-360 - Cost/Managerial Accounting** (3 cr)

This course is intended as an introduction for students who will make business decisions, evaluate business opportunities, and evaluate others (or be evaluated) through the use of accounting systems. The use of accounting information by managers to plan and control (evaluate) personnel and operations of the firm will be studied. The course will relate managerial accounting to what is going on in the business world through an analysis of business cases, including current business news to enhance understanding of managerial accounting systems and the business environment.

*Prerequisite:* AC-163

*Corequisite:* AC-305

**AC-370 - Financial Statement Analysis** (3 cr)

The focus of this course is on the analysis, interpretation, reformulation, and prediction of financial statements. The course's overriding emphasis is on the analysis and application of financial statement information for investment, credit, and management decisions with explicit focus on the analysis of accounting measurements and disclosures. Successful completion of this course will enable the student to participate in and manage important business decisions drawing on (reformulated) financial statements and footnote disclosures.

*Prerequisite:* AC-305

**AC-390 - Accounting Internship I** (3 cr)

This course provides students with the opportunity to apply classroom theory in actual work settings in paid and non-paid supervised positions. Requires a minimum of 15 hours per week of work, plus tutorial sessions that include discussions of topics related to matters on the job and career exploration. Junior Standing.

*Designation:* Field Experience

**AC-391 - Accounting Internship II** (3 cr)

This elective course provides students with the opportunity to exercise their understanding of the academic field and to apply classroom theory in actual work settings in paid and non-paid supervised positions. Requires a minimum of 15 hours per week of work, plus tutorial sessions that include discussions of topics related to matters on the job and career exploration.

*Prerequisite:* AC-390

**AC-395 - Corporate Internship in Accounting** (6 cr)

This course provides students with the opportunity to apply skills learned in the classroom within their discipline to a corporate experience. The goal is to better prepare students to be professionals in their chosen career by gaining practical experience while being immersed in a corporate setting. Students are required to complete 320 hours at the corporate internship setting. Junior Standing.

**AC-433 - Advanced Accounting** (3 cr)

This is an intensive course dealing with financial accounting and reporting for business combinations, mergers, consolidated financial statements, branch office accounting, foreign currency transactions, equity method of reporting investments, translation of financial statements of foreign affiliates, segment reporting and interim reporting, fund accounting and accounting for governmental units, corporate reorganization and liquidation, and other specialized areas are covered.

*Prerequisite:* AC-370

**AC-440 - Auditing I** (3 cr)

This course explores the auditing environment and auditing objectives. Auditing theory and practice, the ethics of the accounting profession and diversified techniques of auditing are integrated into class discussions. Procedures for auditing the income statement and the balance sheet are emphasized. The importance of independence and other aspects of the code of professional ethics, legal liability and internal control are discussed.

*Prerequisite:* AC-370

**BL – Law****BL-201 - Business Law I (3 cr)**

This course is an introduction to how business people and organizations make decisions. A variety of topics are covered to explore the life-cycle associated with opening and "exiting" from a business, and everything that happens in between from a legal and ethical perspective. Identify legal issues that arise in everyday business situations, demonstrate knowledge of business law principles and terms, apply these principles and terms and critically analyze legal issues, identify ethical issues and formulate defensible resolutions.

**BL-301 - Business Law II (3 cr)**

Concepts, analysis, perspective, the regulatory environment and cases in commercial law are covered in this course. The laws of agency, partnership, and corporations are thoroughly examined. Commercial paper, as treated under the Uniform Commercial Code's methodology is also presented.

*Prerequisite:* BL-201 or MG-226

**EC - Economics****EC-201 - Macroeconomics (3 cr)**

This course provides an introduction to macroeconomic theory. It studies the economy as a whole, the nature of national income, gross national product, investment, employment, and problems of economic growth. Students examine how fiscal and monetary policy are utilized to maintain stability of the national economy.

*Designation:* Social Science

**EC-203 - Microeconomics (3 cr)**

This course introduces students to the disciplines of microeconomics and provides a basic understanding of how microeconomics functions in today's society. This course centers on understanding the market for particular or individual outputs or inputs. It includes such topics as individual buyer and seller behavior, individual prices of goods and services, employment, and individual businesses and industries. This course also focuses on the household, the firm, and the industry. Recommend EC-201.

*Designation:* Social Science

**ES - Esports****FA - Finance****FA-101 - An Introduction to the World of Finance (3 cr)**

This basic survey course introduces students to the three major divisions of finance: financial institutions, investments, and business finance (or financial management). In addition to learning about how sources of funds are used by organizations or individuals, students are introduced to key concepts of risk and return on investments, the use of financial leverage to acquire assets, and valuation which involves determining the value of personal or firm assets. Emphasis is placed on the explanation of the financial environment and how the elements of the financial system (banking, credit, money, assets, and liabilities) interact with the economy to affect business decision-making, efficient allocation of financial resources, and investments. Some of the more recent subcategories of finance such as social finance and behavioral finance are also covered.

**FA-302 - Principles of Finance (3 cr)**

This course provides an introduction to the basic principals of finance. The time value of money, financial statement analysis, and debt and equity instruments are all considered along with other important concepts. Students gain insight into the role of finance in the world of business and the role of the financial manager in an organization.

*Prerequisite:* AC-161 and EC-201

**FA-304 - Money and Banking (3 cr)**

In this course, students study of the nature of money, its functions, and role in economic life as well as banking, and monetary principles and practices. The course also includes the powers and functions of the Federal Reserve System, monetary policy, its impact on economic activity, and the dynamics of a rapidly changing banking system.

*Prerequisite:* FA-302

**FA-305 - Corporate Finance (3 cr)**

This course provides students with the techniques for analyzing the recent innovations in the Capital Markets along with the proven theories and foundations of Corporate Finance. Corporate sources and uses of funds are extensively examined with consideration of the most economical means of financing Capital Formation and the financial techniques of selecting assets. Particular attention is given to Capital Structure, Cost of Capital, Management of Cash, Receivables and Inventories, selection of Sources of Funds and Dividend Policy.

*Prerequisite:* FA-302

**FA-308 - Financial Management (3 cr)**

This course provides students with an understanding of the financial decisions that continuously confront managers as well as the basic financial tools that are available for solving financial problems. This course emphasizes financial analysis of equity financing, short-term and long-term debt financing, and efficient asset management. The theory pertaining to capital budgeting, valuation of assets, capital structure, and timely financial decisions is also introduced.

*Prerequisite:* EC-201 and FA-302

**FA-310 - Investment Analysis (3 cr)**

This course provides the student with methodologies for general analysis of various types of securities, valuation tests for common stocks and bonds, investment management, the security markets, and money markets. Various practices and instruments used for investment in financial markets are introduced. The basic principles of investing in capital markets and stock evaluation are also set forth.

*Prerequisite:* FA-302

**FA-320 - Quantitative Analysis and Forecasting (3 cr)**

This course employs a quantitative/analytical approach to determine the relative valuation of individual investments. Topics explored include evaluation of investment performance, the impact of psychology on security price fluctuations, economic forces affecting security price movements, financial forces affecting security price movements, the role of sources of long-term financing, and potential merger opportunities to enhance capital structure.

*Prerequisite:* EC-203 and FA-302

**FA-330 - Capital Markets** (3 cr)

The objective of this course is to give you a broad understanding of the framework and evolution of U.S. capital markets, the instruments that are traded, the mechanisms that facilitate their trading and issuance, and the motivations of issuers and investors across different asset classes. The course will highlight the problems that capital market participants are seeking to solve for use in careers that focus on the evaluation of future market innovations. We will consider the design, issuance, and pricing of financial instruments, the arbitrage strategies that keep their prices in line with one another, and the associated economic and financial stability issues. We will draw from events in the aftermath of the financial crisis, which illustrate financing innovations and associated risks, as well as policy responses that can change the nature of these markets. Markets do not exist in a vacuum, organized markets interact to promote the efficient exchange of funds from buyers to sellers. Arbitrage opportunities are eliminated quickly pushing markets to become more efficient. Financial engineering and risk management will be discussed.

*Prerequisite:* FA-304

**FA-361 - International Finance** (3 cr)

This course explores the financial decisions of businesses with foreign subsidiaries, foreign affiliates, and multinational businesses. The advantages and risks relative to foreign exchange transactions are examined. Other topics include reasons for foreign operations and investments, problems of multinational businesses, influence of devaluation of currencies, inflation and the effects of the value of the U.S. dollar against foreign currencies, international banking operations, the collapse of the gold standard, and government methods to encourage exports.

*Prerequisite:* FA-305 and FA-308

**FA-380 - Valuation** (3 cr)

This course will build on concepts learned in Corporate Finance, Financial Accounting, Economics, and Money and Banking. The first half of the course develops the essential tools that a security analyst needs, including basic capital market concepts, competitive analysis, valuation methods, and techniques for proper decision-making. We will then apply what we have learned by presenting a thorough analysis of a company and an investment conclusion regarding the shares of the company. We will discuss how a management team tackles all facets of corporate strategy. An analyst needs to clearly and persuasively make a case for the purchase or sale of a particular security based on well-reasoned analysis. Students will act as portfolio managers in making their recommendations. The class will vote on whether or not to follow the investment recommendation made.

*Prerequisite:* FA-310

**FA-390 - Finance Internship** (3 cr)

All Monroe BBA students are required to successfully complete 3 credits of experiential learning. To satisfy the experiential learning requirement, students will perform an internship. This course provides students with the opportunity to apply skills learned in the classroom within their discipline to a corporate experience. The goal is to better prepare students to be professionals in their chosen careers by gaining "Real Life" experience while immersing them fully into a corporate setting. The purpose of this course is to help students maximize the benefits of an internship-related learning experience.

**FA-490 - Finance Capstone** (3 cr)

This course consists of group discussions of cases and readings, as well as lecture sessions based on Real Estate, Insurance and Urban Fiscal Policy and other related topics. Most of the problems raised in the cases are strategic and tactical in nature and include a quantitative component (financial modeling) as well as a qualitative component (business strategy). Students analyze and prepare a solution for each case as a group. In addition to the lectures and case discussions, several articles from the business press are used to focus on controversial issues and discrepancies between theory and practice. The purpose of these activities is to apply knowledge of topics introduced in earlier courses to identify solutions for real-world business problems. All of the concepts and tools of finance will be integrated and related to the concepts of business strategy. For their solution, the cases require not only an orderly use of the tools and principles of finance but also an innovative application of the principles of business strategy.

**MG - Business Administration****MG-101 - Introduction to Business** (3 cr)

This introductory course examines the nature, form, and structure of business organizations and fundamental business operations such as finance, human resources, information systems, marketing, and production of goods and services.

**MG-105 - Personal Financial Management** (3 cr)

This course provides an introduction to the field of personal financial management and planning, focusing on the tools individuals and families employ to manage their financial affairs. The course covers a wide array of financial topics including financial planning, money management, investments, retirement and estate planning.

**MG-110 - Real Estate** (3 cr)

This course provides a rigorous review of the theories and practices of real estate, license law and ethics, contracts, mortgages, deeds, closing procedures and the law of agency. The "Why" and "How" of buying, financing, owning, and selling real estate are emphasized, including the language of real estate.

**MG-112 - Business Ethics** (3 cr)

This in-depth course examines the origins, principles, and practices of business ethics within the workplace. Students examine, analyze and discuss ethical issues concerning consumerism, civil rights, ecology, technological change and social responsibilities from a moral and philosophical perspective. Topics will include; contemporary conceptual framework for business ethics, the corporation in society, business in its diverse moral contexts, marketplace and workplace issues and the moral Manager.

**MG-125 - Introduction to the Entertainment and Media Industry** (3 cr)

This course provides an overview of the entertainment and media industries and the business associated with multiple platforms. Students examine how the music, television, radio, satellite, and online entertainment sectors have developed, how they are structured and how new business models are embracing changes in technology. Students gain further understanding within the context of social media, sales, marketing, publishing, intellectual property, licensing, product placement, publicity and promotions.

**MG-127 - Introduction to the Business of Entertainment (3 cr)**

From television production to digital media, students will learn how unscripted "reality" television shows are pitched and sold, what viable career paths are in demand and a breakdown of their earning potential, how deals are made, and the keys to managing high level and celebrity talent. Students learn about key players in the industry, including studios, networks, and streaming platforms, and how they work together to bring creative projects to life. Students gain insights about the industry within the context of social media, marketing, public relations, and production. They will be made aware of the industry's rapidly evolving trends, and business opportunities available within the business of entertainment.

**MG-130 - Introduction to Innovation and Digital Entrepreneurship (3 cr)**

This course is designed to offer participants a comprehensive introduction to the dynamics of digital entrepreneurship and technological innovation. Program participants will explore the fundamentals of digital entrepreneurship, encompassing prototyping, business model development, idea generation and other topics aimed at facilitating the launch of small ventures. An internship component is integrated to explore pivotal facets of the tech industry while giving participants the experience of working at an actual digital enterprise. Emphasis is placed on preparing participants for launching their own digital operations in an area of interest to them.

**MG-135 - Introduction to Sports Management (3 cr)**

This introductory course provides students with a comprehensive overview of the principles and practices of sports management. Through a combination of theoretical concepts and practical applications, students will gain insights into the broad nature of opportunities within the field of sports management. The course emphasizes the fundamental functions of planning, organizing, leading, and controlling within the unique context of sports organizations. Students will explore how these management functions are applied to various aspects of the sports industry, including professional sports teams, intercollegiate athletics, scholastic sport, and recreational programs.

**MG-201 - Principles of Management (3 cr)**

This course surveys the practical use of managerial concepts and techniques based contemporary practices. In-depth discussions, practical applications, and case studies are used to examine the managerial function. Emphasis is on planning, organizing, leading, and controlling, with special consideration being given to motivation and conflict.

*Prerequisite:* MG-101 or MG-120

**MG-208 - Effective Negotiation and Conflict Management (3 cr)**

Negotiation is the science of securing agreements between two or more interdependent parties. Today's managers must be able to apply key principles of negotiation, decision making, and conflict management in order to be effective leaders. This course deals with understanding the behavior of individuals, groups and organizations in the context of competitive situations. In addition to the theory and exercises presented in class, students will practice negotiating with role-playing simulations that cover a range of topics. Students also learn how to negotiate in difficult situations, which include abrasiveness, racism, sexism, whistle-blowing, and emergencies.

**MG-209 - Crisis Management (3 cr)**

This course on crisis management offers students the basics in identifying, preventing, and controlling crisis situations. Crisis management basics, from preparation to training and compliance are discussed, as are various stages of a crisis, and the need to establish a crisis management team. Clearly identifying the roles and functions of each crisis management team member is essential for the ultimate success of contingency planning, which is also discussed.

**MG-211 - Introduction to Human Resource Management (3 cr)**

Students examine essential concepts and techniques for the effective management of human resources in the organization. Topics covered include human resource planning, job analysis, compensation, and benefits, performance appraisals, motivation, quality of work-life, and career development.

*Prerequisite:* MG-101 or MG-120 or MG-201 or HP-101

**MG-216 - Employee and Labor Relations (3 cr)**

This course will explore theories of labor relations. It will focus on the development of the American Labor Movement, the strategies and tactics of collective bargaining; preparing for negotiations, the dynamics of negotiating, and the administration of the agreement. The process of negotiating. resolution of issues - wages, benefits, working conditions, job security, seniority, etc.

*Prerequisite:* MG-211

**MG-217 - Compensation and Benefit Administration (3 cr)**

This course examines elements of a rational and objective compensation system. Review of economic and behavioral theories underlying modern compensation systems, wage and salary administration, including techniques of job evaluation and rating and wage surveys are explored. Employee benefits as part of the total compensation system are discussed. Current federal and state legislation relating to wages, salaries, and employee benefits are reviewed.

*Prerequisite:* MG-211

**MG-228 - Sports Coaching Methods (3 cr)**

This course explores the dynamic field of sports coaching, merging theory with hands-on practice. The course analyzes coaching philosophies, leadership strategies and techniques for communicating with diverse athletes across all levels of sports. Practice planning, athlete skill development, and game strategy will be addressed. Additionally, students will analyze case studies, develop a personal coaching philosophy, and engage in simulated coaching scenarios.

*Prerequisite:* MG-120

**MG-229 - Legal and Ethical Issues in Sports (3 cr)**

This course provides students with an overview of the legal and ethical considerations relevant to the field of sports management. Through a combination of theoretical exploration and practical case studies, students will gain insights into the fundamental legal principles as they apply to various aspects of the sports industry, including contracts, liability, intellectual property, and regulatory compliance. Additionally, the course will explore the ethical dilemmas and challenges faced by sports organizations, athletes, coaches, administrators, and other stakeholders. Topics such as sportsmanship, fairness, doping, gambling, discrimination, and the exploitation of athletes will be examined to foster critical thinking and ethical decision-making skills.

*Prerequisite:* MG-135

**MG-230 - Principles of Project Management (3 cr)**

This course is designed to help students develop knowledge and skills to work successfully in a project environment and to accomplish project objectives. This course is designed to outfit students with essential skills they need to make effective contributions and to have immediate impact on the accomplishment of projects in which they are involved. This course will train students to succeed on interdisciplinary and cross-functional teams, and sends students into the workforce with marketable skills. Microsoft (MS) Project software will be used in conjunction with this course.

*Prerequisite:* MG-101 or MG-120 or MG-201

**MG-250 - Human Resources Training & Development (3 cr)**

This course gives an overview of human resource development (HRD) and how different training and activities can be aligned with the goals and challenges facing different organizations. Students examine adult learning and motivation, theories of motivation, needs assessment, program design, development and implementation, program evaluation, and career development are discussed.

*Prerequisite:* MG-211

**MG-252 - Recruitment and Selection (3 cr)**

This course examines the process of selection in today's modern business organizations. The students are involved in analyzing methods of recruitment in order to procure a qualified pool of candidates from which a selection is made. Discussions focus on the legal environment that affects selection, along with the specific steps necessary to build the selection program. This course gives students a complete presentation of the selection process, starting with recruitment, and shows the methodology and issues that often arise.

*Prerequisite:* MG-211

**MG-255 - Managing Cultural Diversity (3 cr)**

This course equips students with the tools and strategies necessary for effectively managing a diverse workforce while increasing productivity and reducing the volume of discrimination complaints. This course examines managing diversity, cross-cultural communication, diversity, and illegal workplace discrimination. Students also gain an understanding of the difference between cultural diversity and affirmative action, and the consequences of ignoring cultural diversity.

*Prerequisite:* MG-101 or MG-201

**MG-261 - Innovation and Digital Entrepreneurship For Business Owners (3 cr)**

This course is tailored for established entrepreneurs who are seeking to develop real-world skills to thrive, adapt and outperform others in a competitive marketplace. Participants have the opportunity to refine and enhance the skill sets and knowledge base needed for success as experienced digital entrepreneurs who desire to scale up their operations. Entrepreneurs will embark on a comprehensive exploration of several functional areas of business, evaluating the efficiency and effectiveness of various aspects of their operations using the new tools and knowledge acquired in this course. In addition to utilizing participative and immersive approaches for content delivery, a one-on-one mentorship period is embedded within the course to ensure that participants are well-equipped for the challenges and opportunities for sustained success in the digital era. Entrepreneurs benefit from personalized guidance, gaining invaluable insights into their operations and crafting strategic plans for their business ventures. Application of this holistic and supportive approach ensures that participants have ongoing access to resources to assist with staying abreast of industry trends, actively shaping the trajectory of their ventures in a rapidly changing business landscape. Participants will greatly benefit from experienced professional mentors.

**MG-271 - Trends in Media, Entertainment and Culture (3 cr)**

This course will provide an in depth analysis in the business aspect and trends of media and entertainment and how society and culture impact the direction of these industries. In addition, it will further examine how the study of culture and society help to determine how to meet the wants and needs of the consumer in the digital age. Students will examine new media models and how these new models are embracing emerging changes in technology. Students will gain further understanding within the context of social media, marketing, public relations and production. By the end of the course, students should have an understanding of the new trends and business opportunities available in the business of media and entertainment in the 21st century.

*Prerequisite:* MG-101 or MG-125 or MG-201

**MG-272 - Legal Aspects of Entertainment and Media (3 cr)**

In this course, students develop a familiarity with entertainment law contracts and an understanding of basic legal principles, with an emphasis on how to safeguard interests. Topics include: deal making, negotiating, litigation, intellectual property, royalties, unions and guilds, and arbitration. Students analyze various types of entertainment contracts, licensing agreements, and commercial endorsements.

*Prerequisite:* MG-101 or MG-125 or MG-201 or BL-201

**MG-280 - Introduction to Public and Nonprofit Management (3 cr)**

This course introduces students to the practice of management principles in the context of a public governmental agency or a not-for-profit organization. The course focuses on managing and governing non-profit/public organizations by exploring related theories, concepts, and real world examples. Practices of strategic management, funding, and the management of multiple constituencies are also introduced.

*Prerequisite:* MG-101 or MG-120 MG-201 or HP-101

**MG-285 - Integrating Business Concepts (3 cr)**

This challenging and exciting capstone course for the Associate Degree in Business Administration integrates a student's knowledge of coursework with a practical understanding of the critical business workforces, readiness skills, and administrative professionalism that students must possess to secure an entry-level position that leads to a career in management. Students master business communication skills, resume and cover letter preparation, proficiency in Microsoft Office applications, and job search and networking skills, as well as the refinement of the required soft skills. Students create a career portfolio that includes samples of students' work to be used as a visual representation of students' abilities, skills, knowledge, and professionalism.

**MG-290 - Business Administration Internship I (3 cr)**

This course provides students with the opportunity to apply classroom theory in actual work settings in paid and non-paid supervised positions. Requires a minimum of 120 hours of work, plus tutorial sessions that include discussions of topics related to matters on the job and career exploration. Sophomore Standing.

*Designation:* Field Experience

**MG-291 - Business Administration Internship II (3 cr)**

This course provides students with the opportunity to apply classroom theory in actual work settings in paid and non-paid supervised positions. Requires a minimum of 15 hours per week of work, plus tutorial sessions that include discussions of topics related to matters on the job and career exploration.

*Prerequisite:* MG-290

**MG-305 - Introduction to Management Science (3 cr)**

Analysis of systems in operations research, systems philosophy, analysis, design and implementation. The use of quantitative techniques includes decision theory, linear programming, queuing, network analysis, stochastic process and dynamic programming. Emphasis will be on structuring the problems and modeling.

*Prerequisite:* IT-115 and IT-215

**MG-313 - Organizational Behavior & Effectiveness (3 cr)**

Students will examine the fundamental concepts of human behavior in the organization. Emphasis on the non-technical aspects of the job, the requirements for functioning effectively in a cooperative effort, and practical problems faced within the organization. Topics include: perception, development of attitudes and values, communications, group dynamics, leadership, organizational development and change, and conflict management.

*Prerequisite:* MG-120 or MG-201

**MG-320 - Global Business (3 cr)**

This course provides an introduction to the international business environment. Emphasis will be on an interdisciplinary approach to the field. The course will concentrate on those aspects of international trade, finance, marketing, technology transfer, management and accounting that affect multinational business organizations. The course will also analyze the socio-political forces that shape multinational activities abroad.

*Prerequisite:* MG-120 or MG-201

**MG-330 - Organizational Theory (3 cr)**

This course provides an in-depth examination of how and why organizations develop. Topics include goals and effectiveness, technology, environment, structural types, differentiation, change and development, power, committees, organizational climate and culture and life cycles. Case studies are used extensively to anchor concepts.

*Prerequisite:* MG-120 or MG-201

**MG-332 - Sports Operations and Facility Management (3 cr)**

This course examines the current research related to planning, funding, and operating sporting events and sport/recreation facilities. The course is designed to provide sports management students with the knowledge necessary for planning and operating sport and recreation facilities and events. Students gain an understanding of the vast career opportunities that are available in this growing, competitive industry. Successful completion of this course requires that the student have a basic foundation in the methodology of business, management, marketing and project management.

*Prerequisite:* MG-226

**MG-333 - Financial Management for Sports Organizations (3 cr)**

This advanced course is designed for students desiring a career in the sports management field. This course provides students with the knowledge and skills necessary to use accounting and finance principles in sports organizations. Emphasis is placed on the use of financial statements, sources of financing, budgeting, and financial control. This course provides a solid background in financial management in sports organizations in the areas of budget development, concessions and merchandising, trademark licensing, inventory, cost control, cash management, and sport fund raising principles. Students develop an understanding of the application of micro and macro-economic principles and the development of competitive strategies as related to sports organizations. Various topics including the impact of the television industry on professional sports and relating competitive strategies to the manufacturing and service industries in sports organizations are explored.

*Prerequisite:* MG-120

**MG-340 - Introduction to Entrepreneurship (3 cr)**

The steps leading to the establishment of an independent business involving choice of business, structure, capital, startup and management practices. Legal and financial considerations are reviewed and analyzed.

*Prerequisite:* MG-101 or MG-201; and AC-161

**MG-341 - Managing the Small Business (3 cr)**

This course focuses on the challenges of managing a small entrepreneurial business firm. The course discusses the theory and practical considerations of starting, growing, and sustaining a profitable small business. The course ties together the many considerations facing the business owner including planning, start-up issues, marketing, human resource management, financing, daily operations, and legal concerns.

*Prerequisite:* MG-340

**MG-350 - Strategic Global Human Resources Management (3 cr)**

This course in International Human Resource Management (International HRM) provides insights into the critical issues facing organizations in simultaneously managing their human resources domestically and internationally. It focuses on the relation between corporate strategies and the effective management of human resources, which may require differing policies across national boundaries, particularly for multinational enterprises (MNEs) and transnational corporations (TCs) that are intricately involved in the global trade and investment environment.

*Prerequisite:* MG-211

**MG-356 - Human Resource Legal Environment & Disparities (3 cr)**

Students in this course address the legal consequences of human resource decision-making, as well as, the managerial significance of federal regulations and applicable state laws. Additionally, students gain an awareness of the continual need to reassess and improve human resource policies and practices in relation to ongoing developments in the law.

*Prerequisite:* MG-211

**MG-362 - Business Management Systems (3 cr)**

This course is designed for the non-technical end user. The course defines Information Systems Management, its basic concepts and important components. Included will be the use of a database, data entry and retrieval and the concept of information systems management within different functional areas of business such as human resources, finance, management, marketing and sales. Business collaboration, database processing, e-commerce and supply chain systems, business intelligence systems and information security are covered. PC based projects will be assigned.

*Prerequisite:* MG-101 or MG-135

**MG-375 - Technology Tools for Data Analysis (3 cr)**

This course takes students inside the world of data analytics. In addition to learning the basics of data science, students will explore data analytics, and data engineering to understand how machine learning is shaping the future of management, marketing, healthcare, finance, operations, accounting, and more. Professionals who can evaluate data, translate it into information, and provide actionable insights for data-driven decisions are in high demand globally. These activities involve data mining, statistical analysis, business analytics, descriptive and predictive analysis, and big data analytics. Students who take this course will use these techniques in addition to learning how to use tools and programs like Excel, SQL, Python, Tableau, and Power BI to assist with gaining more useful insights for improvement business decision-making and problem-solving for business growth.

*Prerequisite:* MG-362 and IT-215

**MG-390 - Business Management Internship I** (3 cr)

This elective course provides students with the opportunity to exercise their understanding of the academic field and to apply classroom theory in actual work settings in paid and non-paid supervised positions. Requires a minimum of 15 hours per week of work, plus tutorial sessions that include discussions of topics related to matters on the job and career exploration.

*Designation:* Field Experience

**MG-391 - Business Management Internship II** (3 cr)

This elective course provides students with the opportunity to exercise their understanding of the academic field and to apply classroom theory in actual work settings in paid and non-paid supervised positions. Requires a minimum of 15 hours per week of work, plus tutorial sessions that include discussions of topics related to matters on the job and career exploration.

*Prerequisite:* MG-390

**MG-394 - Sports Management Internship** (3 cr)

This course is structured for students with limited or no prior sports management exposure. It is designed to provide the maximum development in the functional areas of sports management to compete in today's exciting and complex professional marketplace. The course is designed to provide students with supervised work experience in the field of sports management. It is an academic support program that combines practical work experience with academic study. Students are required to work with their faculty advisor on career development and job related matters. Junior Standing.

*Designation:* Field Experience

**MG-395 - Corporate Internship in Business Management** (6 cr)

This course provides students with the opportunity to apply skills learned in the classroom within their discipline to a corporate experience. Students prepare for their chosen career by gaining practical experience while being immersed in a corporate setting. Students are required to complete 320 hours at the corporate internship setting.

**MG-425 - Seminar in Human Resources** (3 cr)

This is designed to be a final course in the Human Resources minor and serves to further synthesize the general body of knowledge gathered through the students' series of Human Resources related courses. Junior or senior standing.

**MG-435 - Sports Management Capstone Seminar** (3 cr)

This is the bachelor level final semester capstone course. The Sports Management Seminar explores today's world of the business of sports. The purpose of this course is to give the student insight into working for a sports team, organization or a company which caters to sports enthusiasts. Throughout the course, students study theories and sports business case studies. Students are required to apply concepts from management, accounting, marketing, economics, and finance using the casework and/or simulation approach. Taken in final semester.

**MG-485 - Business Policy and Strategy** (3 cr)

This course synthesizes the concepts and techniques developed in prior courses. The student is required to apply concepts from management, accounting, marketing, economics and finance using the casework and/or simulation approach. To be taken during the student's senior year.

**MK - Marketing****MK-101 - Marketing Foundations** (3 cr)

An introductory course that examines marketing functions and policies; consumer exchange behavior; product and product development; product life cycle; distribution channels; exporting and trade movement; standardization and grading; pricing, principles, policies and practices; government regulations; sales promotion; and management principles and practices.

**MK-110 - Social Media Marketing** (3 cr)

This course is designed to provide students with the fundamental tools for implementing a social networking marketing plan. It examines new channels of marketing, advertising, and communication that make up social media marketing and explores current examples and future opportunities in how marketing professionals can embrace online social networks, user generated content and content sharing, blogs, podcasts, wikis, and Twitter to create brand awareness.

**MK-120 - Principles of Sports Marketing** (3 cr)

This course provides students with a comprehensive exploration of marketing strategies within the dynamic world of sports. Using real-world examples from the industry, this course equips students with essential skills in market analysis, promotion, and sales. Through coursework and hands-on projects, students learn to navigate key concepts such as branding, sponsorship, social networking, data collection, and fan engagement. By examining case studies and industry trends, students develop a deep understanding of the unique challenges and opportunities in sports marketing.

**MK-201 - Integrated Advertising & Promotions** (3 cr)

This course examines advertising principles, practices, and media strategy. Topics include media planning; the significance of print, television, radio, direct, and outdoor advertising; and consumer, product, and market analysis.

*Prerequisite:* MK-101 or MG-120 or HP-310

**MK-202 - Art of Selling** (3 cr)

Provides in-depth coverage of the sales function and focuses on developing a sales personality, sales and the economy, opening and closing the sale, consumer motivation, advertising and sales techniques. Practical applications designed to improve communication techniques are thoroughly examined.

*Prerequisite:* MK-101 or MG-120 or HP-310

**MK-203 - Branding & Product Development** (3 cr)

This course emphasizes the major phases of product introduction in today's markets. Management of products during various life cycle stages is covered. These include the planning stage, idea development, screening, setting objectives, business analysis and test marketing. The development stage and the evaluation stage are stressed. Product failures as well as factors leading to success are covered.

*Prerequisite:* MK-101 or MG-120 or HP-310

**MK-204 - Entrepreneurial Marketing** (3 cr)

*Prerequisite:* Take MK-101 OR HP-310;

**MK-205 - Retail Management** (3 cr)

An introductory course that provides students with an understanding of the basics of retailing. The retail environment, consumer behavior, the "retail mix", store site, design and layout, pricing policies, merchandise planning and keeping customers are topics studied. Pertinent case problems are used as an integral tool for developing decision-making ability.

*Prerequisite:* MK-101 or MG-120 or HP-310



**MK-206 - Digital & Search Engine Marketing (3 cr)**

This course develops students' knowledge and understanding of how the internet is used to enhance marketing activities within an organization. Students are introduced to different online marketing techniques and are provided with a comprehensive overview of the internet and how web pages are designed to effectively advertise key benefits within an organization. Strategies designed to evaluate go or no/go marketing decisions are also introduced. Internet exercises, application, and real world cases are utilized to achieve overall learning goals.

*Prerequisite:* MK-101 or MK-110 or MG-120

**MK-208 - Internet Marketing Business Solutions (3 cr)**

This course is designed to develop students' knowledge and understanding of Electronic Commerce (e-commerce): how it is being conducted and managed; its major opportunities; limitations, and risks. This course is structured around the notion that electronic commerce applications require certain technological infrastructures and other support mechanisms. These applications namely: business-to-consumers, business-to-business, and intrabusiness will be discussed extensively along with the infrastructure and the support services of electronic commerce. With the way the Internet has transformed the business landscape, this course should be of interest to students aiming for managerial positions in any function area of the business world. Internet exercises, applications, and real world cases will be used to achieve overall learning goals.

*Prerequisite:* MG-101 or MG-120 or MK-101

**MK-212 - Market Research (3 cr)**

This course covers the systematic design, collection, interpretation and reporting of information to marketing decision makers. Particular attention is devoted to approaches to solving marketing problems and to taking advantage of marketing opportunities. Emphasized are research design, sources of data, collecting data, preparing questionnaires, sampling techniques, converting the data to information, and reporting the information.

*Prerequisite:* MK-101 or MG-120 or HP-310

**MK-322 - Marketing Management (3 cr)**

This course deals with the problems involved in selecting channels of distribution, pricing management, product planning and development, marketing strategy, marketing industrial products, and advertising and marketing communications. The course emphasizes planning, organizing, and controlling a business firm's total marketing program.

*Prerequisite:* MK-101 or MG-120 or HP-310

**MK-340 - Global Marketing & Promotions (3 cr)**

This course explores the nature and practice of international marketing management. It concentrates on explaining how culture and environment for different countries affect marketing strategy, including an environmental/cultural approach to international marketing. It covers problems of marketing across national boundaries as within different national markets, emphasizes the environment in which the international market takes place; deals with planning, pricing, distribution and promotional strategies of international marketing managers; examines ways of integrating and coordinating the firms marketing, and examines the marketing-management-type 4-Ps concept and draws attention to the role of research and market segmentation in the global marketing process. Includes coverage of important topics such as the big Emerging Markets, the World Trade Organization, and relationships marketing.

*Prerequisite:* Take MK-101 OR HP-310;

**MK-342 - Consumer Behavior (3 cr)**

This course is a study of consumer issues concerning the acquisition, consumption, and distribution of goods, services, and ideas domestically and from a cross-cultural perspective. The course focuses on the various aspects of consumer buying behavior, consumer motivation, persuasion, sociological aspects of consumption, and the psychology of consumer preferences.

*Prerequisite:* MK-101 or MG-120 or HP-310

**PS – Professional Studies****PS-480 - Professional Studies Integrative Capstone Project (3 cr)**

This course, taken in the final semester, integrates and synthesizes the information acquired from previous coursework and professional experience, to design, execute, and present a research project in a professional area of interest related to the career of the student. The course will continue to refine professional oral and written communication skills, as well as enhance learning in several key areas such as content, methods of gathering and analyzing data, project management, and teamwork. In addition, students will complete a professional ePortfolio that can be used to gain future employment and/or academic opportunities. *Prerequisite:* Final semester.

*Designation:* Research Intensive, Writing Intensive

**Graduate****AC - Accounting (Graduate)****AC-610 - Managerial Accounting (3 cr)**

This course reviews advanced managerial accounting concepts and methods used in management decision-making. The course is meant as a survey in the field of cost accounting using case studies. Major topics include comprehensive and complex systems of cost accumulation and capital budgeting. The course also integrates expanded economic analyses, quantitative methods, cost-volume-profit analysis, and profit performance.

**AC-625 - Accounting Data Analytics (3 cr)**

This course covers the business processes, internal controls, as well as the software used to generate and analyze accounting data. The objective of this course is to learn important concepts related to the business processes; internal controls; software used to generate accounting transactions; and software/techniques used to extract and analyze accounting transactions. The goal of the class is to develop an accounting analytics mindset. This course will develop skills required for an accounting analytics mindset. Students will apply the concepts of data scrubbing, data preparation, data quality, descriptive analysis, data manipulation, data visualization, data reporting and problem-solving using various analytic tools and statistical analysis.

**AC-630 - Advanced Accounting Information Systems (3 cr)**

This course is an in-depth analysis of Accounting Information Systems (AIS) concepts. The objective is to evaluate how AIS tools are used to record, process, and analyze financial data; determine how best to integrate AIS tools and processes in a given organization; review and recommend controls to secure AIS applications and processes; and evaluate how technology can be used in AIS applications. Topics include: transactional processing concepts and core AIS transactional cycles; basic control frameworks used to secure AIS applications and processes; strategies for implementing or upgrading AIS applications; information technology and accounting standards; and e-commerce and e-business.

**AC-641 - Taxation of Entities** (3 cr)

This course provides a detailed understanding of the gift, estate, and generation-skipping transfer tax laws. Students will focus on the procedural laws and practical applications of gift, estate and generation-skipping transfer tax laws by analyzing study problems after review and discussion of each code section. This will include the preparation of federal estate tax returns and federal gift tax returns.

**AC-650 - Financial Accounting Theory and Reporting** (3 cr)

This course focuses on the scope of accounting theory and practice with an emphasis on critical concepts and accounting-related assumptions. The historical development of accounting theory is reviewed. Significant emphasis is placed on the analysis and evaluation of Generally Accepted Accounting Principles (GAAP) as well as issues facing the accounting profession. The course involves an in-depth study of the content and implications of the Financial Accounting Standards Board (FASB) pronouncements. Considerable attention is given to regulatory bodies, and their influences, such as the Securities and Exchange Commission (SEC).

**AC-660 - Advanced Auditing** (3 cr)

Advanced auditing is the study of AICPA and Public Company Accounting Oversight Board (PCAOB) accounting standards. The course enables students to understand the philosophy and the overall audit environment and relate to the conventional framework and procedural aspect of auditing. Students are exposed to the growing use of statistical sampling and the use of computer applications in the audit process. Specific topics include audit sampling for the test of control and substantive test of transactions, statistical vs. non-statistical sampling, information technology (IT) audit overview, legal and ethical issues for IT auditors, Fraud and Forensic Auditing, review of contingent liabilities, review of subsequent events, evidence accumulation, and issue of an audit report.

**AC-670 - International Accounting** (3 cr)

This course examines the international dimension of financial reporting and analysis. International Accounting is a rapidly expanding field and its importance has grown in conjunction with the trend towards globalization. The course equips students with the knowledge to deal with the global challenges of the twenty-first century that require accountants to be well-versed in issues of international financial reporting, harmonization, standardization, and consolidation of financial statements of multinational corporations.

**AC-780 - Accounting, Tax and Audit Seminar** (3 cr)

This capstone course provides students with the opportunity to maximize their accounting, tax, and auditing skills to analyze and evaluate real-world situations. A strong emphasis is placed on conducting professional research. The work encompasses a semester long collaborative team project that addresses a real world scenario.

*Prerequisite:* AC-650 and AC-660

**FA - Finance (Graduate)****FA-620 - Advanced Investment Management** (3 cr)

This course enables students to master modern portfolio theory by focusing on risk-return trade-off, investors' risk preferences, portfolio optimization, and index models. It addresses the implications of portfolio theory for the equilibrium structure of expected rates of return on risky assets and covers other topics important for portfolio oversight, notably performance evaluation and active portfolio management.

**MG - Business Administration (Graduate)****MG-ELE - Business Elective** (3 cr)

Business Management elective course(s)

*Corequisite:* Take a Business Elective course.

**MG-615 - Managing in the Global Environment** (3 cr)

Global companies are faced with varied and dynamic environments in which they must accurately assess the political, legal, technological, competitive, and cultural factors that shape their strategies and operations. This course prepares students for careers in a dynamic global environment wherein they will be responsible for effective strategic, organizational, and interpersonal management. Students develop the skills necessary to design and implement global strategies, conduct effective cross-national interactions, and manage daily operations in foreign subsidiaries in today's hypercompetitive, cross-cultural global arena. KG-582 Management & Marketing Foundation may be required  
*Prerequisite:* KG-582 may be required

**MG-616 - Health Care Policy** (3 cr)

This course provides an overview of health care policy in the United States and a close examination of selected current policy issues. Students critically examine the process of health policy development, analysis and implementation to better understand the myriad factors that influence policy, as well as the mechanisms for intervention on behalf of programs and institutions. KG-586 Healthcare Foundation may be required

*Prerequisite:* KG-586 may be required

**MG-620 - Research and Statistics for Managerial Decision Making** (3 cr)

This course stresses the practical use of statistics in collecting, organizing, analyzing, interpreting, and presenting data. Areas covered include descriptive statistics, inferential statistics, regression analysis, and time series analysis. Students learn to use statistical thinking to improve the managerial decision making process.

*Prerequisite:* KG-583 may be required

**MG-625 - Strategies for Decision Analysis in Health Care** (3 cr)

This course introduces students to the elements of cost-effectiveness analysis for health interventions and outcomes. Each student identifies a research problem, collects data, creates a decision analysis tree, calculates quality-adjusted life years, and tests for errors to demonstrate how cost-effectiveness analyses may transform the way health care is administered.

*Prerequisite:* KG-586 may be required

**MG-630 - Organizational Behavior and Leadership In the 21st Century** (3 cr)

This course provides a broad understanding of the theories, research, and practices related to organizational behavior and leadership in the contemporary global environment. Emphasis is on examining the multilevel issues of change, behavior and leadership from political, cultural, and economic influence. The course provides a comprehensive overview of the social science theories and scholarship that seek to explain variations and similarities in the behavior of individuals, groups, and organizations. Comparative perspectives on motivation and leadership, workforce diversity, teamwork, communication, and ethics are explored. Emphasis is on geography, globalization, demographics, diversity, change management, and corporate responsibility.

*Prerequisite:* KG-582

**MG-632 - Human Resource Competencies and The Organization** (3 cr)

This course focuses on the human resource competencies and the organization. The first half of the course covers the following human resource competencies: leadership and navigation; ethical practice; business acumen; relationship management; consultation; critical evaluation; global and cultural effectiveness; and communication. The second half covers topics related to the organization, including: structure of the human resource function; organizational effectiveness and development; workforce management; employee relations; and technology and data.

*Prerequisite:* MG-630

**MG-634 - Human Resource Strategy and People** (3 cr)

This course focuses on human resource strategy and people. The first half of the course focuses on understanding people from a human resource perspective. Topics include talent acquisition and retention, employee engagement, learning and development, and total rewards. The second half of the course focuses on business and human resource strategy.

*Prerequisite:* MG-630

**MG-636 - Human Resource - The Workplace Setting** (3 cr)

This course focuses on the workplace environment from a human resource perspective. This course focuses on human resource in the global context and covers topics such as diversity and inclusion, risk management, corporate social responsibility, and U.S. Employment Law and Regulations.

*Prerequisite:* MG-630

**MG-640 - Managerial Economics** (3 cr)

Managerial Economics is an applied branch of microeconomics that examines resource-allocation and tactical decisions that are made by analysts, managers, and consultants in the private, public, and not-for-profit sectors of the economy. In this course students expand their knowledge of key economic concepts and tools addressing the decision-making process. Students also examine the philosophy of optimization, the role of profit, and the relationship between managerial economics and other areas of business and economic analysis. Specific topics include the fundamental economic concepts of marginal analysis, net present value, risk, and decision analysis. The course also critically looks at areas of demand and forecasting, production and cost, pricing and output decisions; including strategy and tactics, long-term investment decisions, and risk management in the private and the public not-for-profit sectors of the economy. Students are required to apply economic tools to solve business problems using case analysis from a wide array of industries.

*Prerequisite:* MG-620; KG-584 may be required.

**MG-660 - Strategic Marketing** (3 cr)

This course teaches the fundamentals of strategic marketing. Students learn to apply a market-oriented perspective to the analysis of environmental factors and organizational resources and capabilities, to formulate collective business goals, and design customer-driven marketing strategies that achieve a sustainable competitive advantage. This course emphasizes the use of critical thinking skills by concentrating on marketing case studies. Students conduct environmental analysis, formulate marketing strategy, and implement and evaluate marketing programs.

*Prerequisite:* KG-582 may be required

**MG-670 - Managerial Finance** (3 cr)

This course introduces students to financial theory and concepts. It incorporates the analysis, planning, and control of internal and external financial decisions of a firm with emphasis on corporate structure. In addition, the course explores important financial concerns facing multinational corporations, including ethics, and the role of information technology. Through the case study method, students acquire a practical knowledge of how to develop and examine financial reports that aid managers in making business decisions, in addition to gaining a working knowledge of managerial finance by learning to develop a systematic approach to financial analysis.

*Prerequisite:* KG-585 may be required

**MG-680 - Operational Excellence** (3 cr)

The emphasis of this course is on the managerial skills of the professional manager in the implementation of production policies and strategies. Students examine the issues in production and operations management and learn to take an active role in developing effective methods for solving problems. Through analysis and preparation of case studies, students develop problem-solving skills in a number of areas pertaining to manufacturing and service organizations. Students also gain a comprehensive understanding of all areas of production and operations management, as well as how creative management can lead to competitive advantage.

*Prerequisite:* MG-620

**MG-681 - Operational Excellence in Health Care** (3 cr)

This course examines methods of how to streamline organizational operations, enhance quality performance, and improve customer satisfaction within budgetary and labor constraints. Through case studies, students obtain the practical knowledge necessary to deal with the critical contemporary issues facing health care managers. Students examine how creative operations management can provide important competitive advantages and how successful operation strategies are integrated into overall planning within legally sanctioned guidelines.

*Prerequisite:* MG-620; KG-586 may be required

**MG-745 - Global Supply Chain Management** (3 cr)

This course will introduce students to supply chain management concepts that are critical to business success in today's competitive environment. Global supply chain management involves coordinating and improving the flow and transformation of goods, services, information, and funds within companies and around the world, from raw materials to the final end user. This course integrates key functions of operations management, marketing, logistics, and computer information systems in order to analyze and design domestic and international supply chains. Topics will include relationship management, transportation and distribution, inventory control, purchasing, forecasting, production management, and the impact of technology on supply chain management.

*Prerequisite:* MG-620

**MG-746 - Logistics Optimization** (3 cr)

This course discusses several strategic, tactical, and operational concepts used in improving the distribution of goods and services by companies worldwide. The course emphasis is on understanding when and how these concepts are applied, as well as on using mathematical programming and optimization methods for their adequate implementation.

*Prerequisite:* MG-620

**MG-747 - Business Process Design and Improvement (3 cr)**

This course explores the need for a business process focus, the essential steps for business process improvement, and the critical success factors for making the effort successful. It provides a practical framework for business process improvement and describes many tried and true process improvement concepts and techniques. Lastly, it provides valuable tips and techniques to introduce process changes effectively, to get the most from your process improvement effort. Presented in a methodology-neutral way, participants can easily apply the knowledge and skills to any environment, and use the techniques immediately upon leaving class.

*Prerequisite:* MG-620

**MG-750 - Project Management (3 cr)**

The course examines the concepts and applied techniques for cost effective management of both long-term development programs and projects. Project management principles and methodology are provided with special focus on planning, controlling, and coordinating individual and group efforts. Key topics of focus include overview of modern project management, organization strategy and project selection, defining a project and developing a project plan and scheduling resources, project risk analysis, work breakdown structures, and project networks. MS Project will be introduced in this course to provide hands-on practical skills with the above topics. Mastery of key tools and concepts introduced in this course provides a significant competitive advantage in the marketplace.

*Prerequisite:* MG-630

**MG-751 - Entrepreneurship: Managing Innovation, Executing Strategy and Sustaining Growth (3 cr)**

This course focuses on the meaning of entrepreneurship and the process of starting and running an entrepreneurial business. The course covers a range of topics, including: the differences between entrepreneurial and conventional approaches to business; the attributes of a successful entrepreneur; the issues and obstacles facing an entrepreneurial enterprise; the creation of a business plan; and the ethical and social dilemmas facing entrepreneurs. The course also allows students to develop a concept for an innovative product or service.

*Prerequisite:* MG-630

**MG-753 - Marketing for the Entrepreneur (3 cr)**

This course focuses on the application of marketing concepts to explore an entrepreneurial concept and to develop/expand an entrepreneurial business's market and revenues. Students learn the seven steps of the marketing process and their application to entrepreneurship. The course includes topics such as: building and sustaining an entrepreneurial brand; using marketing to discover and satisfy customer needs; using market research to ensure entrepreneurial success; and the development of an entrepreneurial marketing plan.

*Prerequisite:* MG-660

**MG-754 - Social Entrepreneurship (3 cr)**

The social entrepreneur participates in profit-seeking business ventures in order to yield profits that can be used to create valuable social programs for the community. Social entrepreneurship addresses critical social needs as they relate to human needs and citizen rights. Students explore the field of social entrepreneurship addressing opportunities and challenges within the field as well as the mechanics, challenges, and realities of starting and managing a social enterprise. Students also examine topics such as sustainability, performance, impact, innovation, and leadership within the social enterprise.

*Prerequisite:* MG-670

**MG-756 - Business Data Mining (3 cr)**

This course provides an introduction to approaches and tools for making effective use of business data, focusing on machine learning techniques for discerning, meaningful, and useful patterns in data. The course aims at providing an overview of data mining and its application to business problems, core data mining techniques, and best practices. Details on the techniques and algorithms will be discussed, together with their application to business problems. Hands-on exposure to different data mining methods will be obtained through business case studies, using data mining tools.

*Prerequisite:* MG-620

**MG-757 - Marketing Analytics (3 cr)**

Marketing Analytics is an application of data science to marketing decision problems. This course explores customer data analysis techniques and their theoretical foundations to help students acquire analytic skills that can be applied to real world marketing problems. The course also examines the ethical and technical issues related to data privacy.

*Prerequisite:* MG-660

**MG-758 - Decision Modeling for Managers (3 cr)**

This course analyzes a wide range of business planning and decision problems involving data with the help of spreadsheet models. The frameworks for quantitative decision-making, optimal design, effective resource allocation and economic efficiency are provided. This framework will be used in the center of many business-related disciplines, including marketing, finance, operations research, accounting, and economics. The course will focus both on modeling the decision problems and on implementing the designed models over the collected data. Powerful and easy to use spreadsheet tools have been developed to assist in this process. Those covered here include Optimization tools (e.g. Solver add-in); extracting maximum value from resources and activities; exploring complex combinations of possibilities to achieve desired goals; Simulation tools (e.g. Crystal Ball add-in); valuing and managing complex portfolios of risks. This decision technology has enabled many companies to improve their routine activities, but also identify long-run decision opportunities and sometimes rethink the whole of their activities. In this sense, decision models have tactical and strategic value; they are an important factor of value creation.

*Prerequisite:* MG-620

**MG-760 - International Finance (3 cr)**

This course focuses on international financial management and international trade. Topics in financial management, viewed primarily from the perspective of managers doing business overseas, include the management of foreign exchange exposure, foreign direct investment decisions, and multinational capital budgeting. Other topics covered include trends in international banking, the balance of payments, the determination of exchange rates, the LDC debt crisis, and the Asian meltdown. We will also examine the challenges and problems faced by firms planning on doing business in Western Europe, Eastern Europe, the Far East, Mexico, Canada, South America, Africa, India, and other regions during the next decade.

*Prerequisite:* MG-670

**MG-761 - Mergers and Acquisitions (3 cr)**

This course analyzes corporate mergers and acquisitions. Students develop skills necessary to structure a deal or form an opinion about a proposed transaction. The course evaluates the legal and regulatory framework for takeovers, such as filing requirements, fiduciary duties of the target board of directors, and antitrust regulation. The course uses a mix of lectures, projects, and cases analyses, to provide ample opportunity to understand and practice the application of standard corporate valuation methods.

*Prerequisite:* MG-670

**MG-762 - Financial Markets & Institutions (3 cr)**

This course looks at U.S. Capital Markets from structural, functional, and regulatory perspectives. It presents a wide range of topics, including: how funds flow into and out of the various capital markets; the determination of interest rates as a controller of funds flow; the inherent risks presented by these markets; techniques used to deal with these risks; the financial instruments used by the markets; and the role the government regulation in markets. Some of the current issues associated with these markets are analyzed, along with operational and legislative changes introduced to address them.

*Prerequisite:* MG-670

**MG-763 - Project Risk and Cost Management (3 cr)**

This course introduces the art and science of project risk as well as continuity management and cost management. Managing the risk of a project as it relates to a three-part systematic process of identifying, analyzing, and responding is examined through actual case studies. Students learn how to manage the components of a project to assure it can be completed through both general and severe business disruptions on local, national, and international levels. Students learn the process of cost management, early cost estimation, detailed cost estimation, and cost control using earned value method. Students study in depth the issues of project procurement management and the different types of contracts for various scope scenarios.

*Prerequisite:* MG-630

**MG-764 - Agile Project Management (3 cr)**

The course provides an understanding of how new Agile principles and practices are changing the landscape of project management. The course is designed to give project managers fresh new insight into how to successfully blend Agile and traditional project management principles and practices in the right proportions to fit any business and project situation. The course provides a deep understanding of Agile project management principles and practices in order to see them as complementary rather than competitive to traditional project management. Topics include: Agile fundamentals, principles, and practices; roots of Agile in TQM and Lean Manufacturing; adapting an Agile approach to fit a business environment; planning and managing an enterprise-level Agile transformation; scaling agile to an enterprise level using enterprise-level Agile frameworks and Agile Project Management tools.

*Prerequisite:* MG-630

**MG-770 - Financial Statement Analysis (3 cr)**

This course explains the fundamentals of analyzing financial statements of corporations and not-for-profit businesses. The analysis of financial statements is important in making business decisions, allocating resources and accumulating individual wealth through investing directly or indirectly in companies. Properly interpreting financial information is vital to the long-term well-being of the firm. This course allows the student to examine the implications of financial and accounting conventions on the financial statement totals and the various methods available for analyzing such information.

*Prerequisite:* MG-670

**MG-775 - Negotiation and Conflict Management (3 cr)**

This course promotes an understanding of the behavior of individuals, groups, and organizations in the context of competitive situations. It provides experience in the negotiation process, including how to evaluate the costs and benefits of alternative actions and how to manage the negotiation process. In addition to theory and exercises presented in class, students practice negotiating with role playing simulations that cover a range of topics. Coursework includes a case analysis to be completed by 'on-going group negotiation' teams.

*Prerequisite:* MG-630

**MG-800 - Strategic Management (3 cr)**

This is the capstone course of the MBA program. The course uses the case method approach to demonstrate the integration of core business disciplines with formal analysis of an organization's macro and industry environment; mission and goals; and strategy formulation, implementation, and control. The purpose of the course is to give students the opportunity to organize and integrate what they have learned in the MBA program about various business topics and to utilize this knowledge in the analysis of complex business problems. The final project of the course allows students to demonstrate their proficiency of this integrated knowledge through either a business plan, a practicum, or a research project.

*Prerequisite:* Must be taken in last semester.

**MK - Marketing (Graduate)****MK-ELE - Marketing Elective (3 cr)**

Marketing elective course(s)

*Corequisite:* Take a Marketing Elective course.

**MK-775 - International Marketing (3 cr)**

This course is intended to enhance students' understanding of the complexities of marketing products and services in the international market. Students utilize an analytical approach to solving complex business problems in a dynamic, global marketplace. Emphasis is on applying a multidisciplinary framework to evaluate economic, financial, political, regulatory, socio-cultural, and technological issues when planning and implementing an international marketing strategy.

*Prerequisite:* MG-660

**MK-776 - Interactive and Direct Marketing (3 cr)**

This course examines the growth of various digital marketing formats for conducting interactive and direct marketing. In the current marketplace, consumers desire the speed and control that new digital and social media formats provide. Students are introduced to and build upon traditional foundations of direct marketing while learning how to apply new technology. Students learn how to develop a strategic and effective creative plan integrating different media platforms.

*Prerequisite:* MG-660

**MK-777 - Consumer Behavior** (3 cr)

The purpose of this course is to introduce students to the various dimensions of consumer behavior, including how consumers search for information and make purchasing decisions. Internal motivations, as well as external influences are explored. Students gain experience in the application of buyer behavior concepts to marketing management and social policy decision-making, and develop the ability to analyze behavioral research data and methodology.

*Prerequisite:* MG-660

**MK-780 - Global Marketing Strategy and Planning** (3 cr)

This course takes an environmental and strategic approach to marketing in the globalization era by outlining the major dimensions of the global business environment. It provides a set of conceptual and analytical tools that prepare students to successfully apply the marketing mix (also known as the 4Ps) when pursuing careers in global marketing or related areas. Students will survey important current developments in the international arena, including Britain's Brexit, China's ascendance on the world stage, evolving trade relations in the Trump era, achievements by entrepreneurs such as Elon Musk, and much more. Lastly, the MyLab Marketing platform has been incorporated into this course to combine course content with digital tools to personalize the learning experience while assisting students with developing skills employers in field of marketing are seeking in their candidates.

*Prerequisite:* MG-660

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