

2018

# M.B.A. Full Time Program 2018-2019

Nova Southeastern University

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## M.B.A. Full Time Program 2018-2019

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### CONTACT US

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#### Graduate Admissions

(954) 262-5168  
800-672-7223 ext. 25168  
[hcbeinfo@nova.edu](mailto:hcbeinfo@nova.edu)

The Huizenga College of Business' M.B.A. Full Time program, which is designed for the young professional, includes workshops in resume writing, business communication, and interviewing techniques. MBA core classes are offered during **weekdays** (Monday/Wednesday or Tuesday/Thursday), concentration courses are offered **evenings and online** and can be completed in only 12 months. Its curriculum was designed to meet the demands of today's competitive marketplace, and teaches essential business acumen, including administration and operations, management, accounting, finance, economics, marketing, and more. Graduates exit the program with a differential competitive advantage, and are prepared to add immediate value to their companies.

### Program Features

- Program begins once annually in Fall I (August).
- Program can be completed in 12 months.
- Designed for students pursuing their graduate education directly after the completion of their undergraduate degree and for professionals who are retraining for a career change.
- M.B.A. Core courses are offered during the day (Monday through Thursday) on NSU's Ft. Lauderdale main campus.
- Concentration courses offered evenings and online.
- Internships are an integral part of the M.B.A. in Management Day program, providing students with the opportunity to gain practical experience and establish important contacts in the business community.
- Program includes three career development courses (not for credit, but required for graduation).

For more information about the program, please contact:

#### The Office of Graduate Admissions

(954) 262-5168  
1-800-672-7223 ext. 25168  
[hcbeinfo@nova.edu](mailto:hcbeinfo@nova.edu)

### Curriculum Guide

Total Credits: 40-49

### M.B.A. Core Courses (22-31 total credits)

M.B.A. FULL TIME CORE COURSES (0 TOTAL CREDITS)

**MGT 5110 Effective Resumé Writing**

**MGT 5111 Business Communication**

**MGT 5112 Interviewing Techniques**

**BUSINESS (FLEX) COURSES (18 TOTAL CREDITS)**

XXX XXXX Open elective course in HCBE

Note: Excluding courses with ACT, CHS, PUB, SPT and TXX prefix.

**BUSINESS INTELLIGENCE / ANALYTICS CONCENTRATION COURSES (18 TOTAL CREDITS)**

**QNT 5470 Data Analytics for Management**

**MMIS 630 Database Management and Applications**

**MMIS 642 Data Warehousing**

**MMIS 643 Data Mining**

**MMIS 692 Capstone Project in Business Intelligence**

**QNT 5495 Advanced Data Analytics for Management**

**COMPLEX HEALTH SYSTEMS CONCENTRATION COURSES (18 TOTAL CREDITS)**

**CHS 5000 Governance in Complex Health Systems**

**CHS 5100 Regulatory, Legal, and Ethical Environments in Complex Health Systems**

**CHS 5200 Financial Environment in Complex Health Systems**

**CHS 5300 Principles of Leading Change, Collaboration and Team Science in Complex Health Systems**

**CHS 5400 Translational Research in Complex Health Systems**

**CHS 5500 Capstone in Complex Health Systems**

**ENTREPRENEURSHIP CONCENTRATION COURSES (21 TOTAL CREDITS)**

- ENT 5960    Entrepreneurship/Venture Creation**
- ENT 5990    International Trade for Entrepreneurs**
- FIN 5970    Entrepreneurship/Finance (In place of M.B.A. core FIN 5130)**
- MGT 5940    Entrepreneurship Law**
- MKT 5225    Social Media Marketing**
- ENT 5985    Lean Entrepreneurship**
- ENT 5966 \*   Cuba Study Tour**
- ENT 5899 \*   Internship**

XXX XXXX \*            Open elective course in HCBE

\* Choose ENT 5966 Cuba Study Tour, ENT 5899 Internship, OR open elective course in HCBE.

**FINANCE CONCENTRATION COURSES (15 TOTAL CREDITS)**

- FIN 5540    Banking**
- FIN 5545    Financial Engineering**
- FIN 5570    Advanced Corporate Finance**
- FIN 5550    Investments**
- FIN 5503    Real World Finance for Managers**

**HUMAN RESOURCE MANAGEMENT CONCENTRATION COURSES (15 TOTAL CREDITS)**

- HRM 5310    Managing Human Resources**
- HRM 5380    Employee Relations**
- HRM 5365    Talent Management**
- HRM 5375    Managing Total Rewards**
- HRM 5360    Human Resource Development**

**INTERNATIONAL BUSINESS CONCENTRATION COURSES (15 TOTAL CREDITS)**

- INB 5807    Foundations of Global Business**
- INB 5818    New International Ventures**
- INB 5827    Import/Export Principles and Practices**
- MKT 5235    Global Marketing**

**FIN 5515 International Finance**

**INTERNATIONAL BUSINESS ELECTIVES - CHOOSE ONE (3 TOTAL CREDITS)**

**MGT 5680 Management Internship**

**INB 5822 Globalization and Emerging Markets**

**INB 5846 International Field Seminar**

**MANAGEMENT CONCENTRATION COURSES (12 TOTAL CREDITS)**

**MGT 5640 Managing in Globally Dynamic Workplaces**

**HRM 5310 Managing Human Resources**

**MGT 5630 Influencing People for Organizational Effectiveness**

**MGT 5620 Managing Legal, Ethical, and Social Challenges**

XXX XXXX Any course with MGT, LED, HRM or INB prefix

XXX XXXX Open elective course in HCBE

**MARKETING CONCENTRATION REQUIRED COURSES (3 TOTAL CREDITS)**

**MKT 5290 Cases in Strategic Marketing**

**MARKETING ELECTIVES - CHOOSE FIVE (15 TOTAL CREDITS)**

**MKT 5200 Customer Value**

**MKT 5205 Consumer Behavior**

**MKT 5215 Sales Management**

**MKT 5225 Social Media Marketing**

**MKT 5235 Global Marketing**

**MKT 5245 Marketing Research**

**MKT 5250 Product and Brand Management**

**MKT 5260 Services Marketing**

**MKT 5270 Managing Marketing Communications**

**MKT 5280 Marketing Internship**

**PROCESS IMPROVEMENT CONCENTRATION COURSES (15 TOTAL CREDITS)**

**SCM 5410 Supply Chain Management**

**PIM 5450 Quality Management**

**PIM 5455 Project Management**

**PIM 5460 Process Improvement Methods**

**PIM 5465 Process Improvement Practicum**

XXX XXXX Open elective course in HCBE

**SPORT REVENUE GENERATION CONCENTRATION COURSES (12 TOTAL CREDITS)**

**SPT 5910 Sport Sponsorship Design and Strategies**

**SPT 5920 Sport Ticketing, Concessions and Merchandise Management**

**SPT 5930 Sport Event and Fundraising Strategies and Techniques**

**SPT 5940 Sport Revenue Generation and Emerging Technologies**

XXX XXXX Open elective course in HCBE

XXX XXXX Open elective course in HCBE

**SUPPLY CHAIN MANAGEMENT CONCENTRATION COURSES (15 TOTAL CREDITS)**

**SCM 5410 Supply Chain Management**

**SCM 5415 Managing International Transportation and Logistics**

**PIM 5455 Project Management**

**SCM 5420 Managing Customer and Supplier Relationships**

**SCM 5425 Supply Chain Strategies**

XXX XXXX Open elective course in HCBE

Current students: Please consult your Academic Advisor for program requirements or access SharkLink for your CAPP report. Program requirements are subject to change, and your Academic Advisor or CAPP report can provide you with the courses required for your catalog term.

**M.B.A. Core Courses**

EACH OF THE FOLLOWING IS REQUIRED (22-31 TOTAL CREDITS)

**ACT 5001 Introductory Accounting\***

**FIN 5008 Business Finance\*\***

**QNT 5000 Foundations of Business Statistics\*\***

- MGT 5001**    **Developing Academic and Career Success\*\*\***
- MGT 5105**    **Managing Organizational Behavior in a Dynamic and Complex World\*\*\***
- MKT 5125**    **Marketing Decisions for Managers**
- FIN 5130**    **Financial Management**
- ACT 5140**    **Accounting for Decision Makers**
- ISM 5150**    **Information Systems Strategy and Data Management**
- QNT 5160**    **Data Driven Decision Making**
- MGT 5170**    **Applying Strategy for Managers**

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years

\*\* Waivers will only be considered when an equivalent course with a grade of B- has been earned in the past 5 years

\*\*\* Students must take MGT 5001 and MGT 5105 in their first term.

Current students: Please consult your Academic Advisor for program requirements or access SharkLink for your CAPP report. Program requirements are subject to change, and your Academic Advisor or CAPP report can provide you with the courses required for your catalog term.

## **Course Descriptions**

Full-Time professionals are available to discuss course content in greater detail with you. Simply contact your Admissions Manager at 800.672.7223 Ext. 25168 or use the Contact Us link.

### **ACT 5001**    **Introductory Accounting (3.00 cr.)**

An accelerated introductory course stressing the essential elements of accounting skills that will be used in the master's degree program. Managerial uses of accounting data and preparation of financial statements will be covered in this course. Course satisfies program prerequisite of financial accounting for master's degree programs.

### **ACT 5140**    **Accounting for Decision Makers (3.00 cr.)**

This course focuses on the various ways decision makers in all organizations can use accounting information. The focus is NOT to train students to produce accounting information. Rather, the focus is to train students to interpret, evaluate, and use accounting information. Accounting information can be used to support a variety of real world decisions, including evaluating an organization's financial position, planning future activities (short and long-term), motivating behavior, and evaluating performance. We will discuss both financial accounting (focusing on external users of accounting information) and managerial accounting (focusing on internal users of accounting information). We will also discuss the regulatory environment that governs financial accounting. We will discuss international accounting issues such as International Financial Reporting Standards (IFRS) and transfer prices. Prerequisites: ACT 5001 or equivalent and QNT 5000 or equivalent with grade of B- or better and no older than 5 years.

**FIN 5008** Business Finance (3.00 cr.)

An accelerated introductory course stressing the essential elements of finance knowledge. Course satisfies program prerequisite of finance for master's degree programs. Financial management as it applies to organizations, time value of money concepts and applications, discounted cash flows and securities valuation will be covered in this course as well as preparation of financial statements and managerial uses of accounting data.

**FIN 5130** Financial Management (3.00 cr.)

Students will gain a working knowledge of financial management by learning to develop a systematic approach to financial analysis; to apply techniques for planning, forecasting, and managing; as well as to evaluate and recommend improvements in the organization's financial performance. Prerequisite Change: FIN 5008 or FINP 5008 or equivalent with a grade of B- or better. Prerequisite courses can be no older than 5 years

**ISM 5150** Information Systems Strategy and Data Management (3.00 cr.)

Information and communication technologies and their strategic application in business processes are essential components of today's global business environment. This course explores the use of information systems and data management in a business setting to build innovative business models and systems, optimize business processes, capture and leverage valuable data, and deploy strategies for creating competitive advantage. The implementation and use of these systems to build strategic partnerships and customer relationships are also discussed.

**MGT 5001** Developing Academic and Career Success (1.00 cr.)

This course focuses on preparing students for academic and career success. Topics include working effectively in teams, academic writing and research skills, networking, business ethics, and social responsibility, sustainability and leadership qualities for effective performance in the work place. Through formal and informal interactions with faculty and business leaders, students will examine, explore and practice skills necessary to perform successfully in their academic and professional life.

**MGT 5105** Managing Organizational Behavior in a Dynamic and Complex World (3.00 cr.)

Students will gain a thorough understanding of individual, group and organizational behavior. Students will utilize this knowledge to build practical skills in leading individuals and teams to high performance. Through a variety of teaching methods, students will learn to diagnose their business environment, identify and analyze problems, and develop sound, creative and socially-responsible solutions to help their organizations thrive in a complex and uncertain world.

**MGT 5170** Applying Strategy for Managers (3.00 cr.)

Students will integrate knowledge across the fields studied in the MBA program and apply entrepreneurial and strategic practices to organizations of varying sizes. The goal is to create value for the organization and shareholders and ensure sustainable growth. Students will use critical thinking skills to formulate, implement and evaluate strategic decisions in a dynamic, competitive, regulated, global environment. Throughout the course, students will apply strategic management concepts to real world and simulated situations and assess the effect on competitive advantage. Prerequisites: MGT 5105 or MGT 5020, and MKT 5125 or MKT 5070, and FIN 5130 or FIN 5080 or FIN 5970 or FIN 5805, and ACT 5140 or ACT 5060 or ACT 5809, and ISM 5150 or ISM 5085 or ISM 5014, and QNT 5160 or QNT 5040.

**MKT 5125** Marketing Decisions for Managers (3.00 cr.)

Students will gain a working knowledge of the decisions marketing managers make by learning to think strategically. Students will develop marketing plans aligning marketing decisions and strategies. Students will be able to implement marketing decisions to optimize customer and organizational value.

**QNT 5000** Foundations of Business Statistics (3.00 cr.)

This course covers collection, description, analysis, interpretation, and presentation of data to support business decision making. Probability distributions, central limit theorem, statistical inference for uni-variate data; correlation analysis and introduction to linear regression modeling and their application to real world business problems are discussed. The data analysis capabilities of Microsoft Excel are integrated throughout the course.

**QNT 5160** Data Driven Decision Making (3.00 cr.)

Data is rapidly becoming one of our most important and valuable business assets. This course covers the concepts and practices of decision-making with the application of analytical methods that can leverage the value of that data. Students will gain a working knowledge of various quantitative models and techniques such as simulation, queueing and forecasting. Emphasis will be given to decisions that must be made in a real world environment where the explicit consideration of risk and uncertainty is a critical factor. Decision-making applications will include operational areas such as capacity planning, demand management, and inventory control. Prerequisites: QNTP 5000 or QNTP 5002 with a grade of B- or better and FINP 5001 or FINP 5008 with a grade of B- or better. Prerequisite courses can be no older than 5 years.

**Course Descriptions**

Full-Time professionals are available to discuss the M.B.A. Full Time curriculum with you in greater detail. Simply call 800.672.7223 Ext. 25168 or contact our Enrollment Services Staff.

**COURSE DESCRIPTIONS**

**CHS 5000** Governance in Complex Health Systems (3.00 cr.)

This course will focus on the key stakeholders in the healthcare system: patients and consumers, providers, payers, and public and private employers. The course is intended to introduce the stakeholders and discuss how they are impacted and influenced with regard to each other, through various governance systems. Several types of governance will be introduced and distinguished including fiduciary duties, self-governing bodies and corporate governance.

**CHS 5100** Regulatory, Legal, and Ethic Environments in Complex Health Systems (3.00 cr.)

Students will gain a working knowledge and understanding of the federal, state, and local regulatory requirements and limitations impacting traditional healthcare, developmental healthcare for research, graduate education and other entities and programs. Criminal and civil penalties for non-compliance will also be studied. The course explores distinctions between regulatory barriers of entry and ongoing compliance review. In addition the content will review the criminal statues and limitations on stakeholder behavior in the delivery of healthcare services. Prerequisite: CHS 5000

**CHS 5200** Financial Environment in Complex Health Systems (3.00 cr.)

Students will gain a working knowledge of and understanding of the flow of funds among the continuum of main stakeholders in complex health systems. The course addresses sustainable sources of reimbursement available to develop and maintain a variety of business models, settings, and organizational structures. This will include governmental sources of payment and the transactions between those directly involved in providing and receiving services. The course emphasized the funding distinctions of translational medicine, direct medical care, resource streams for research and development, and other long-term programs.

**CHS 5300** Principles of Leading Changes, Collaboration and Team Science in Complex Health Systems (3.00 cr.)

Students will gain a thorough understanding of leadership models and practices to foster collaboration, change, and team science in complex health systems. Students will develop this knowledge and apply practical skills in leading others in complex healthcare systems. Through a variety of teaching methods, experiential experiences, students will learn to diagnose their health business environment, identify and analyze problems, and develop collaborative, innovative, and socially-responsible solutions to build and support their teams and healthcare organizations to thrive. Prerequisites: MGT 5105

**CHS 5400** Translational Research in Complex Health Systems (3.00 cr.)

Students will gain a thorough understanding of the role of managing multiple models and approaches to support and grow the research performed in the complex healthcare environment. Students will understand the role of R&D and be able to develop a business plan, manage the decision making process, understand the product life cycle within healthcare businesses, and use analytics and technology across the health spectrum from basic research to application-driven research conducted in hospitals, clinics, start-ups, centers of research, pharma and biotech. Students will develop this knowledge and apply these analytical, decision making, and leadership skills. Through a variety of teaching methods and experiential experiences, students will learn about managing research in the healthcare business environment. Prerequisites: None

**CHS 5500** Practicum in Complex Health Systems (3.00 cr.)

This course is the culminating highlight of the Complex Health Systems program. The practicum engages students on a project of significant importance that is a current problem or initiative for a health care organization or healthcare business (often your sponsoring organization). The practicum complements the classroom instruction and is defined as learning by construction - a total immersion experience in which students are challenged to use all of the tools and concepts learned to date to tackle a current healthcare business problem for an organization with faculty oversight, the student will demonstrate rigorous application of business concepts and disciplines.

The practicum completes the Complex Healthcare Systems program and prepares students to embark on the next phase of their career. Prerequisites: CHS 5000, CHS 5100, CHS 5200, CHS 5300.

**ENT 5899** Entrepreneurship Internship (3.00 cr.)

The Huizenga College of Business and Entrepreneurship fosters learning through the application of classroom theory in the workplace. Graduate students have the option of participating in a university-sponsored internship for academic credit. The minimum internship work requirement is 200 hours during one semester. Registration for an internship is done through the HCBE Office of Academic Advising, not online, after conferral with the NSU Office of Career Development. **ACADEMIC REQUIREMENTS:** Good academic standing, GPA of 3.0 or higher, and completion of at least 12 credit hours.

**ENT 5960** Entrepreneurship/Venture Creation (3.00 cr.)

Introduction to Entrepreneurship with an emphasis on the employment process, managing growth, and the legal environment using the case-study method, guest speakers and feasibility plan software.

**ENT 5966** Special Topics in ENT - Trip (3.00 cr.)

An in-depth treatment of a current area of special concern or interest within the field of entrepreneurship/venture creation.

**ENT 5985** Lean Entrepreneurship (3.00 cr.)

This course covers the application of Lean management concepts, tools and techniques by entrepreneurs. Elements of a Lean process improvement program are used as a framework for learning the operational and management knowledge and skills required for improving and sustaining the performance of a small or mid-size business. These elements include methods for process management and people management as well as the role of leadership and organizational culture. Students learn and apply Lean management methods to visualize, assess, improve, standardize and continue the improvement of business processes (VAISC method). The material is covered using experiential learning methods such as case studies and hands-on exercises. Exposure to the real life business environment is provided through guest speakers and/or on-site learning experiences. Students apply their learning in a real world setting by conducting a Lean process improvement project within a local organization.

**ENT 5990** International Trade for Entrepreneurs (3.00 cr.)

This course provides students with key concepts and skills to identify international opportunities/threats, analyze their impact, formulate appropriate strategies and implement applicable action plans to achieve company goals. The course will help students understand today's competitive global environment, marketing, finance, and policy. The course examines legal, logistical, organizational and cultural issues.

**FIN 5503** Real World Finance for Managers (3.00 cr.)

Students will follow the current events and apply the financial concepts to determine the cause behind the movement in security prices as news unfolds. They will perform fundamental analysis and understand how government actions and policies affect cash flow expectations and valuation of projects and securities. The course will introduce the students to various forms of currency exposures and ways to hedge such exposures. Students will be introduced to cutting edge financial products and ever evolving tools used to speculate and/or manage different types of risks. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better. ADD: The online sections of this course does include weekly mandatory online live chat sessions in real time scheduled on Wednesday evenings from 6:30 p.m. to 8:00 p.m. Eastern Standard Time zone.

**FIN 5515** International Finance (3.00 cr.)

International Finance covers the broad scope of the international monetary system, examining financial markets and financial instruments. Investigating the interrelationship of foreign exchange operations with corporate financial management decisions leads students to understand the intricacies of finance, contiguous with international operations. Attention is paid to capital management and investment analysis in the context of risk exposure for foreign investment. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805.

**FIN 5540** Banking (3.00 cr.)

This course examines the structure and functions of modern US and international financial markets and institutions. The course covers the nature of the global financial system, interest rate determination, pricing of interest-rate dependent securities, money market instruments, the goals and roles of central banks, and commercial banking. Students will develop a thorough understanding of modern financial institutions and will learn to apply modern financial theory to practical problems in liability pricing and management. Prerequisites: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5545** Financial Engineering (3.00 cr.)

This course examines the functions of fixed income securities and financial derivatives such as futures and options. These instruments have been innovated enormously and played significant roles in recent financial crises. Topics include bond investment strategies, risk management, option trading strategies, valuation of derivatives, as well as their applications to real world problems. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5550** Investments (3.00 cr.)

This course will provide a graduate-level introduction to the investment process from the investor (or buy-side) perspective. Topics include: trading and exchanges, risk and return, theoretical and practical issues in asset allocation (portfolio analysis), asset pricing; including the Capital Asset Pricing Model, Arbitrage Pricing Theory and the Fama-French factor models, and an introduction to efficient markets theory, active/passive investment, and a brief discussion of behavioral finance. Students gain a real world application of investments by participating in Stock Trak's global portfolio simulation. Prerequisite: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5570** Advanced Corporate Finance (3.00 cr.)

The course covers basic financial policies as applied to real management problems and includes the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures. Prerequisites: FIN 5130 or FIN 5080 or FIN 5805 with a grade of B or better.

**FIN 5970** Entrepreneurship/Finance (3.00 cr.)

Developing the business plan, capital formation, valuation, and financial management using the case-study method, guest speakers, and business plan software. Prerequisites: FIN 5008 or FINP 5001 or FINP 5008 and ENT 5960.

**HRM 5310** Managing Human Resources (3.00 cr.)

Students will gain a working knowledge of planning, organizing, and managing human resource systems; and will gain hands-on abilities to design, direct, and assess human resource systems in enhancing relationships with internal and external customers, leading to organizational effectiveness.

**HRM 5360** Human Resource Development (3.00 cr.)

This course addresses the entire range of topics that have traditionally been included in an organization's HRD function such as designing systems of instruction as well as content that reflects the future of HRD such as job aids and electronic performance support systems. The course will focus on various aspects of a corporate training and development function, training program design and development, various methods and media for training delivery, 17 different training applications, and various resources available for HRD efforts. Students will analyze an aspect of their organization's HRD efforts. Prerequisite: HRM 5310 or HRM 5030.

**HRM 5365** Talent Management (3.00 cr.)

This course focuses on the strategies and tools that human resource professionals use to create organizational excellence by identifying high quality talent; creation of technological strategies to recruit high quality talent; development of systems that will provide highest levels of both personal and professional development and growth within the organization; creation of promotional and cross-functional systems that will talent strength the organization; development of retention strategies that tie rewards to performance of talent; creation of workforce planning systems that will provide succession planning of best talent within the organization; and utilization of technological systems to support these functions within human resources. Prerequisite: HRM 5310 or HRM 5030.

**HRM 5375** Managing Total Rewards (3.00 cr.)

This course examines the strategies and options available to maintain employee health, as well as compensation administration. Job evaluation, incentive systems, and work sampling will be considered. A strong course focus will be on pay for performance. Innovative approaches that have been used by a variety of organizations will be studied. Prerequisite: HRM 5310 or HRM 5030.

**HRM 5380** Employee Relations (3.00 cr.)

An in-depth examination of labor relations, covering collective bargaining, contract negotiation, contract administration, mediation, arbitration, and other types of dispute resolution case problems based on actual situations that are utilized to acquaint students with union-management relations. Prerequisite: HRM 5375.

**INB 5807** Foundations of Global Business (3.00 cr.)

Fundamentals of Global Business (3 Credits): The primary objective of this course is to effectively and systematically analyze the various institutional facets of the global business environment and their effect on the operations of firms. Globalization remains one of the most criticized and visible phenomena in recent decades. What problems do managers face while

trying to exploit opportunities and address challenges in the global business environment? This course examines the institutional environment of global business, trade theory particularly in the light of political relations, foreign direct investment, supranational institutions that influence trade and investment, exchange rates and monetary systems. Attention is also devoted to country analysis, political risk and contemporary issues such as off-shoring, corporate social responsibility and sustainability.

**INB 5818** New International Ventures (3.00 cr.)

New International Ventures focuses on developing students decision-making abilities to prepare to lead a new international business or corporate business expansion. Students develop a specific business idea, and then examine the market feasibility for the new venture, and the operating conditions of the international destination, including potential ethical dilemmas. The business plan is developed using market research, potential entry modes, resource allocation, financial projections, and overall strategy for new ventures. The emphasis is on developing the critical thinking ability of students to start an entrepreneurial new business internationally using the business plan model. Prerequisite: INB 5807.

**INB 5822** Globalization and Emerging Markets (3.00 cr.)

The course offers a comprehensive analysis of emerging markets including but not limited to the BRIC countries (Brazil, Russia, India, and China). This course identifies issues germane to developing markets as they integrate into global economy. The conceptual framework used in this course covers three perspectives: multinational firms from developed countries seeking to tap into the vast potential of emerging markets; entrepreneurs and multinationals from emerging markets seeking to develop global, world-class organizations and global investors seeking to profit from opportunities in emerging markets. The course will build on previous understanding of legal, cultural, political, and other environmental differences across countries to offer insights into evaluating risk and strategy in emerging markets. Prerequisites: INB 5807.

**INB 5827** Import/Export Principles and Practices (3.00 cr.)

This course covers a comprehensive review and analysis of operations planning, documentation, financing, and transportation. Students learn about the role of service providers, such as freight forwarders, the importance of free trade zones, existing export regulations and control, and import tariff structures. Prerequisites: INB 5807.

**INB 5846** International Field Seminar (3.00 cr.)

The International Field Seminar (IFS) is an organized travel study experience in which graduate students learn about business conducted in the global context. Based on the assumption that immersion in an alternative national setting is an extremely powerful method of learning, students visit an emerging market country. The IFS introduces students to the practical requirements of decision- making in the destination country and covers a broad range of topics. Recognizing the importance of conceptual and practical learning, seminars are conducted in conjunction with academics from partner universities and with industry speakers, combined with visits to businesses situated in the destination country. The IFS, in the past, has traveled to countries such as China, India, and Dubai UAE. The course covers the 16 week semester, with preparatory assignments before and learning assignments after travel.

**MGT 5110** Effective Resume Writing (0.00 cr.)

This course is the first of three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course.

**MGT 5111** Business Communication (0.00 cr.)

This course is the second of the three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course. The workshop is based upon lecture and practicing the skills learned through role-play exercises, group discussion, and small group activities.

**MGT 5112** Interviewing Techniques (0.00 cr.)

This course is the last of the three Business Development Workshops. Grading is done on a pass/fail basis, based on class attendance and participation. This grade does not affect GPA. However, sessions are mandatory; students cannot graduate from the day M.B.A. program without passing this course. The workshop is based upon lecture and discussion. Considerable class time is spent in preparing and executing practice oral structured interviews.

**MGT 5620** Managing Legal, Ethical, and Social Challenges (3.00 cr.)

Students will gain an understanding of the meaning and importance of the law, ethics, morality, and social responsibility in a global business context. Students will be able to engage in critical thinking and analyze business decisions from legal, ethical, and social responsibility perspectives. Students will be able to apply legal, ethical, and social responsibility principles in making business decisions. Students will examine case studies, actual cases, and current events

and engage in analysis of real-world problems impacting business. Students will become aware of the legal, political, regulatory, social, and global environment of business. Students will learn how adherence to legal, ethical, and social responsibility principles promotes organizational and societal sustainability.

**MGT 5630** Influencing People for Organizational Effectiveness (3.00 cr.)

MGT 5630 investigates strategies and skills for influencing individuals and groups for organizational effectiveness. Students will learn leadership models and skills that can be used in a diverse and global environment. Attention will be given to important leadership issues in the 21st century such as ethics, change, and innovation. Students will have the opportunity to assess their own skill sets and consider development plans for enhancing those skill sets.

**MGT 5640** Managing in Globally Dynamic Workplaces (3.00 cr.)

In this course, students will gain an understanding of leading state-of-the-art management and leadership practices, concepts and theories that can be applied to real-world situations around the globe. Students will learn to understand and challenge management thinkers, and to practice developing their own theoretical and applied models for managing and leading people in today's dynamic workplaces. Students will have opportunities to assess and apply national and international management practices for market-based economies that can be value-driven and sustainable in a global context. Prerequisites: MGT 5105 or MGT 5020 and HRM 5310 or HRM 5030.

**MGT 5680** Master of Business Administration Internship (3.00 cr.)

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). The option of participating in an HCBE-approved internship for academic credit is available to M.B.A. students with an open elective. Contact the HCBE Office of Academic Advising for registration. Prerequisites: good academic standing and completion of at least 12 GPA credit hours in the M.B.A. program.

**MGT 5940** Entrepreneurship Law (3.00 cr.)

Legal aspects of Entrepreneurship including contract law, intellectual property law, arbitration, mediation, court proceedings, internet law, buy/sell agreements, and partnership agreements with case studies, and a legal feasibility project. Additionally, this course will examine ethical ramifications of Entrepreneurship within the Value Driven Management model.

**MKT 5200** Customer Value (3.00 cr.)

This course stresses the service aspects of an organization (especially customer service); marketing and organizational responsiveness; and how to design, deliver, and measure superior customer value. Via an integrated marketing and operations/process perspective, students will understand how to blend the delivery of service and quality, together with image and pricing strategies to maximize the value proposition. Strategies for optimizing and communicating customer value, measuring customer orientation, and relationship and retention marketing are also examined. The customer value funnel- consisting of macro-environmental factors, market forces, organizational issues, customer characteristics and perceptions, and business performance -- is used as the case analysis framework in this course. Prerequisite: MKT-5125 or MKT-5070.

**MKT 5205** Consumer Behavior (3.00 cr.)

This course introduces marketing concepts and theories developed in the behavioral and economic sciences to provide students with an understanding of how and why consumers behave as they do. The course shows the practical application of consumer behavior concepts and principles to aid in better decision making. Students gain an understanding of how products are used to define ourselves and how this self-concept affects attention and perception, motivation to buy, brand attitude, product choice, customer satisfaction and brand loyalty. Key topics include principles of learning, motivation, personality, perception, communication, attitude, culture, and group influence. Consumer decision making and evaluation of products and services are discussed in depth. The core concepts of consumer behavior are applied in the context of advertising/promotion, product management, and the development of effective marketing strategies. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5215** Sales Management (3.00 cr.)

Recognized as a vital marketing channel, sales forces are underrepresented in academic study compared to other topics like business-to-business marketing, entrepreneurial marketing, consumer behavior, and technology. Sales forces encompass a collection of complex subjects that combine individualistic sales personalities with intricate issues involving pay for performance, customer targeting based on data, evaluating sales person performance, and emerging technology. Sales force executives and managers combine skill with science more than managers in any other managerial area (Zoltners, Sinha, and Zoltners 2001). The MKT 5215 curriculum is designed around frameworks that provide the sales manager with an understanding of the entire sales force system. Frameworks include the role of the sales force in go-to-market strategies, how to assess the effectiveness of a selling organization, and success drivers such as sales force sizing, hiring, training, compensation, and coaching. This program of study is designed for salespeople who want to advance professionally, top managers, business owners,

and entrepreneurs. The curriculum delivers a comprehensive view of important decisions encountered by any selling organization. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5225** Social Media Marketing (3.00 cr.)

This course will familiarize students with the social eco-system and its value in creating a permission-based marketing organization for sales generation, online brand storytelling and ongoing customer engagement. Students will develop marketing plans and evaluate cases that enrich their understanding of how social media contributes to integrated marketing communications (IMC) and search engine marketing in a customer-centric environment. Sales nurturing strategies will be developed that adopt video, mobile and blog content for moving targeted audiences through a social sales funnel. In addition, students will be challenged with the creation of fan engagement and influence marketing strategies that boost an organization's market exposure and overall brand appeal. Collectively, these strategies will be integrated across social content platforms as part of an enterprise-wide campaign that micro-targets consumers immersed in smart devices and guided by big data. In the course of plan development, students will be challenged to measure the ROI of their social media plans along with the development of a social business infrastructure. Prerequisite: MKT-5125 or MKT-5070.

**MKT 5235** Global Marketing (3.00 cr.)

This course is an overview of the unique aspects of marketing in the global economy that provides a framework for analysis. Emphasis is placed on the development of strategies for markets in diverse cultural, political, and economic situations. It focuses on foreign market analysis, target market identification, product planning, promotion, and channels of distribution. It also discusses the complex aspects of exporting and foreign market entry-mode. Global economic, social and political events and issues are included in discussions related to formulating and adapting a global marketing strategy. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5245** Marketing Research (3.00 cr.)

This course concentrates on the application of marketing research techniques and theory to aid decision makers in the solution of real world marketing problems. Topics include problem definition, research design, (including exploratory, conclusive, and survey research), qualitative and quantitative research, collection of marketing information from primary and secondary sources, sample design, and analysis of data with specific applications to decision making. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5250** Brand Management (3.00 cr.)

Students will gain a working knowledge of the fundamentals of strategic product brand management. The course will consist of the components of branding, including brand equity, brand identity development and brand positions; how to build brands; growing brands and managing and sustaining brands. The role of IMC in building brands will be discussed as well as branding in different contexts including business-to-business and branding in entrepreneurial organizations. Use will be made of case studies. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5260** Services Marketing (3.00 cr.)

Service Industries (Finance, entertainment, retail, government, professional services, and information) represent 80% of the GDP of the U.S. This course is designed to teach you develop an understanding of the challenges faced by service organizations as well as goods oriented firms that use service as a competitive advantage. This course will focus on customer satisfaction and retention and teach you the strong linkages between service quality, customer lifetime value and profitability. Students will learn to map services, understand customer expectations and develop service and customer focused relationship marketing strategies that lead to strong service brands. An emphasis is also placed on the whole organization and how effective marketing and customer focus must be coordinated across multiple functions. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5270** Managing Marketing Communications (3.00 cr.)

This course introduces students to the key elements of communication theory and consumer behavior, in relation to their application to marketing communications and promotion. The course examines marketing communications and the components of marketing promotion from a systems perspective, with the purpose of establishing their place in an integrated marketing communications strategy. Key elements of the promotional mix are taken into consideration, including advertising, direct and interactive marketing, public relations, trade promotion and consumer promotion. The course will also focus on topics such as the interlinking of corporate, marketing and communication strategy, as well as how audiences frame and interpret marketing messages. Overall, all these elements will be linked in practical projects related to the formulation, monitoring and evaluation of an integrated marketing communications strategy. Prerequisite: MKT 5125 or MKT 5070.

**MKT 5280** Marketing Internship (3.00 cr.)

The Huizenga College internship fosters learning through the application of classroom theory in the workplace. During the course, the student also focuses on practical career skills and personal professional goals with individual guidance from the professor. The minimum work requirement is 200 hours during one semester (16 weeks). Participation in an HCBE-approved marketing internship for academic credit is available to M.B.A. students with a concentration in Marketing.

Contact the HCBE Office of Academic Advising for registration. Prerequisites: MKT 5125, good academic standing, and completion of at least 12 GPA credit hours in the M.B.A. program.

**MKT 5290** Cases in Strategic Marketing (3.00 cr.)

In this capstone course students will gain a working knowledge of strategic marketing management by learning how to develop and apply market-driven strategy. It concentrates on the application of various marketing topics through the use of case studies. Students will be able to make strategic choices and propose solutions to real world marketing problems. Students are expected to use their knowledge gained from all the marketing courses on the MBA to analyze the cases. Prerequisite: MKT 5125. This course should be taken as the last course in the Marketing Concentration.

**MMIS 0630** Database Management and Applications (3.00 cr.)

The application of database concepts to management information systems. Design objectives, methods, costs, and benefits associated with the use of a database management system. Tools and techniques for the management of large amounts of data. Database design, performance, and administration. File organization and access methods. The architectures of database systems, data models for database systems (network, hierarchical, relational, and object-oriented model), client-server database applications, distributed databases, and object-oriented databases.

**MMIS 0642** Data Warehousing (3.00 cr.)

This course includes the various factors involved in developing data warehouses and data marts: planning, design, implementation, and evaluation; review of vendor data warehouse products; cases involving contemporary implementations in business, government, and industry; techniques for maximizing effectiveness through OLAP and data mining. Prerequisites: MMIS 630

**MMIS 0643** Data Mining (3.00 cr.)

This course emphasizes the fundamental concepts and techniques of data mining. Concepts will be illustrated with case studies of real data mining examples. The focus is to find knowledge from huge amounts of data being handled electronically. Students will gain hands on experience using data mining tools on real data. Necessary background concepts in statistics and programming will be provided. Prerequisite/s: QNT 5040 or MMIS 0671 or MSIT 0630 or MMIS 0630.

**MMIS 0692** Capstone Project in Business Intelligence (3.00 cr.)

This capstone project requires students to employ the knowledge and skills assimilated in the pre-requisite courses to design and develop a business intelligence application that leads to direct and measurable value for an organization.

**PIM 5450** Quality Management (3.00 cr.)

This course develops a manager-level understanding of the concept of "quality" and its utility in today's world of business. Quality is necessary to understand the perceived value of goods and services both from an outcomes and process perspective. We use quality to understand, plan and assess the focus of our operations. In this class we cover quality theory and best practices, we immerse students in the process and application of problem analysis and develop their critical thinking skills along with communication skills and systems thinking using rigorous case analyses. Topics include: quality definition, quality management history, quality deployment strategies (lean, six sigma, theory of constraints), we explore some quality tools and we consider quality metrics. We include the cultural and environmental considerations both internal and external to the firm by including behavioral, management and leadership aspects and considerations based on industry sector (manufacturing, service, not for profit, government).

**PIM 5455** Project Management (3.00 cr.)

This course develops the manager's project management knowledge and skills for today's workplace. Topics covered guide the student on how to initiate, plan, execute, monitor, control and finally close out projects. Other management areas discussed include scope, time and cost, as well as interacting with stakeholders and the organization, eliciting customer requirements, team facilitation, communications, procurement, quality and risk management. The student development level for each topic is consistent with the PMI's CAPM and PMP certification requirements.

**PIM 5460** Process Improvement Methods (3.00 cr.)

This course develops the highly-leverageable knowledge and skills of process improvement methods for the process improvement leader. We build from a foundation of business statistics and train you in process assessment, improvement and sustainment. Topics include: Lean and Six Sigma and TOC concepts, theories and applications such as measurement systems' analysis, process capability, value stream mapping, waste analysis, 5S, Theory of Constraints, analysis of variance, FMEA, design of experiments, SPC and poke yoke. The student development level for each topic is consistent with the ASQ Black Belt certification requirements. Prerequisites: PIM 5450 and QNT 5160.

**PIM 5465** Process Improvement Practicum (3.00 cr.)

This course applies the foundations of process improvement through project work. Project work includes: quality deployment assessment, current state documentation and analysis, root cause assessment, generation and assessment of alternatives and their impact, implementation considerations, control/sustainment considerations. In addition, students apply modeling skills to account for uncertainties and variability of current and future state outcomes. Prerequisites: PIM 5450 or PIM 5005, PIM 5455 or PIM 5010, SCM 5410 or SCM 5830, PIM 5460 or PIM 5020, and QNT 5160 or QNT 5040. Note QNT 5160 may be taken currently with PIM 5465.

**QNT 5470** Data Analytics for Business Management (3.00 cr.)

This course provides an overview of data analytics in business management and the technologies that can be used to enhance data-driven decision making from a strategic perspective. The course introduces data analytics frameworks and best practices for integrating data analytics into organizational business processes to be used to improve competitiveness, profitability, growth or operational efficiency. The course emphasizes the critical need for understanding the importance of data analytics across all organizational functions such as sales, marketing, finance, human resources, production, and information systems. Students will learn the relationships between business strategy, information systems and data analytics. They will understand how business managers need to collect and manage information to gain insight to make the right decisions and boost performance. The course modules will introduce the students to the key subject areas in data management, data warehousing, data mining, and business intelligence (BI) project management. Students also gain experience with software tools used for data preparation, analysis, and reporting. This course will serve as the foundation course for the other courses in the BIA concentration. Students from other concentration areas will be able to choose this course as an open elective in the MBA program.

**QNT 5495** Advanced Data Analytics for Business Management (3.00 cr.)

This course integrates knowledge of data management, data mining techniques, predictive modeling, and business process models. Students will apply advanced data analytics techniques to real-world business problems and create and evaluate data-driven solutions to uncover new business strategies and improve organizational competitiveness. The effectiveness of data-analysis techniques and knowledge discovery methods in business applications is also discussed. Prerequisites: QNT 5470, MMIS 0630, MMIS 0642, MMIS 0643.

**SCM 5410** Supply Chain Management (3.00 cr.)

This course will serve as the knowledge base for the other courses in the Supply Chain Management concentration. Students from other concentration areas will be able to choose this course as an open elective in the MBA program. Supply Chain Management encompasses the planning and management of the flow of goods, money, and information throughout the extended supply chain and includes the core business processes of procurement, manufacturing, and logistics. Additionally, it includes the coordination and collaboration with exchange partners, domestically and globally, to obtain a competitive advantage. In this course, students will gain a working knowledge of core supply chain concepts, strategies, processes, tools, and technology. An introductory SAP Enterprise Resource Planning (ERP) simulation will be used to guide students through the business processes, enhancing decision making and problem solving using SAP ERP software.

**SCM 5415** Managing International Transportation and Logistics (3.00 cr.)

Managers in today's organizations must develop strategies that go beyond traditional geographical boundaries. Differentials in wage-rates and expanding markets have opened up opportunities for production and distribution around the globe, while improved transportation and communications have worked to break down the barriers of space and time. In this course, students will examine the operational and strategic decisions that managers face with regard to logistics and transportation for international trade, including airfreight, ocean freight, international road transportation, multi-modal transportation, and the packaging and document preparation required for each mode of transportation. Students will learn to read, interpret, and reengineer cross-functional business processes using modeling tools. These processes include inventory management, distribution, transportation, and purchasing. Additionally, they will acquire SAP ERP transactional expertise associated with the cash-to-cash cycle, and gain an understanding of the transactional effects on material and financial documentation throughout the extended supply chain.

**SCM 5420** Managing Customer and Supplier Relationships (3.00 cr.)

Effective supply chain management requires organizations to build integrated relationships with customers and suppliers. These relationships go beyond the traditional arm's length buyer-supplier relationship, and may include information sharing, joint planning, and integrated information systems. Through the use of case studies and simulations, students will gain an understanding of the opportunities and challenges involved in building relationships with customers, suppliers, and other organizations in the extended supply chain, as well as the philosophy, methodology, and tools for improved demand management, customer service, and alignment of supply chain resources. Students will gain insight into the importance of storing, managing, interpreting, and sharing transactional data throughout the extended supply chain. Using SAP ERP transactional data, students will learn to create queries in a relational database to answer business questions while gaining insight into the concepts of business intelligence and on-line analytical processing. Prerequisite: SCM 5410 or SCM 5830.

**SCM 5425** Supply Chain Strategies (3.00 cr.)

This is the culminating course of the Supply Chain Management concentration integrating concepts and learning from the other supply chain courses in the areas of outsourcing, risk, governance, negotiation, and information technology (IT). Despite well-planned strategies and operations, real world challenges often interrupt the efficient flow of goods and information in extended supply chains, particularly in today's global context. A large proportion of company supply chain investments are in IT, students will learn the importance of software evaluation and selection techniques. Students will experience firsthand how managers leverage opportunities and overcome challenges in the process of implementing supply chain principles, processes, and technology. The course uses case studies, simulations, and a real world project to enable students with the application of supply principles. Finally, leveraging SAP ERP, students will use visualization techniques to create a business intelligence dashboard inclusive of metrics and key performance indicators (KPIs) for an enterprise. Prerequisites: SCM 5410 or SCM 5830, SCM 5415 or LOG 5010, SCM 5420 or SCM 5850.

**SPT 5910** Sport Sponsorship Design and Strategies (3.00 cr.)

This course will explore advanced sport sponsorship design and strategies. Current techniques will be applied to case studies and projects for acquiring and evaluating potential revenue-generating sponsorships. Students will prepare thorough sponsorship plans and deliver proposal presentations reflecting proven techniques.

**SPT 5920** Sport Ticketing, Concessions and Merchandise Management (3.00 cr.)

This course is designed to offer a comprehensive overview of the revenue generating streams of ticket sales, concession sales, and merchandise sales for various sport organizations. Students will gain an understanding of state-of-the-art strategies and theories being used in arenas, stadiums, and other sport based venues. They will learn to understand and appreciate the unique challenges and opportunities sport managers face and how to apply the theories and strategies learned to real world situations.

**SPT 5930** Sport Event and Fundraising Strategies and Techniques (3.00 cr.)

This course is designed to provide an introduction to the principles of sport event management for the express purpose of raising funds. A conceptual framework will be developed through definitions, models, and the utilization of case studies. The planning, development, management, and implementation of strategies for successful fundraising events will be the focus. Specific topics will include event studies, bid preparation, securing sponsorship, negotiations, and volunteer management.

**SPT 5940 Sport Revenue Generation and Emerging Technologies (3.00 cr.)**

This course is designed to offer an overview of emerging technologies that will impact current and future revenue generating streams of sport organizations. Students will gain an understanding of state-of-the-art sport enterprise software, internet applications, mobile applications, and social media applications and how they are being utilized to generate new revenue streams. Students will learn to understand and appreciate the unique challenges and opportunities sport managers face as new technologies enter the market place and how to apply the theories and strategies learned to future opportunities.

**Prerequisite Courses**

The following prerequisite courses are built into the M.B.A. core curriculum.

**ACT 5001 Introductory Accounting\***

**FIN 5008 Business Finance\*\***

**QNT 5000 Foundations of Business Statistics\*\***

\* Course may be waived at the discretion of the department chair or designee. Waivers will only be considered when an equivalent course with a grade of C has been earned in the past 10 years

\*\* Waivers will only be considered when an equivalent course with a grade of B- has been earned in the past 5 years

Students have two options for satisfying a program prerequisite course:

Complete course(s) offered by the H. Wayne Huizenga College of Business and Entrepreneurship;

Complete a proficiency examination administered by a testing organization that has national recognition, such as CLEP and DANTES. Students selecting this option must complete the requirements within their first two semesters with HCBE. After the second semester, courses must be completed with HCBE. Official transcripts must be received by the office of Academic Advising one week prior to students seeking to register for courses requiring the prerequisite requirement.