

# BUSINESS ADMINISTRATION (BA)

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## BA 512: Quantitative Analysis for Managerial Decision Making

2 Credits

Construction and use of quantitative methods in business decision-making.

## BA 513: Advanced Microeconomic Analysis for Business

3 Credits

This course discusses topics in advanced microeconomic analysis with an emphasis on applications to applied research areas in business and other related disciplines. Topics include (but are not limited to) general equilibrium, choice under uncertainty, game theory, mechanism design, and behavioral economics. An area of particular focus is how incomplete and asymmetric information impacts competitive and strategic behavior by individuals and firms in a variety of applied settings. The materials emphasize theoretical models prevalent in microeconomic research, and students are expected to develop a familiarity with the use of mathematical modeling in economics. Whenever possible applications to related applied disciplines such as those in finance, supply chain management, accounting, and agricultural economics will be highlighted and discussed. Experimental methods will be used at times to motivate and discuss various economic principles.

## BA 523: IT Strategy

2 Credits

An introduction to information technologies critical to business organizations.

## BA 528: Business Simulation

1-3 Credits

A team-based course during which students will manage a simulated firm. B A 528 Business Simulation (1-3)Using the business simulation, teams of 4-5 students will compete against other teams in a particular industry. The team members will have to make all the decisions about how to run the firm, including overall strategy, product design, detailed marketing plans, factory operations, and financing.

## BA 533: Economics for Managers

2 Credits

An introduction to the tools of economic decision making and a consideration of firm, industry, and global economic influences on economic decision making.

## BA 545: Business, Government and International Economics

2 Credits

Understand how macroeconomic events and policies affect the global economy and business decisions. B A 545 Business, Government and International Economics (2)Changes in interest rates, swings in the business cycle, new international trade agreements: All are macroeconomic events, and all can dramatically impact business.

Accordingly the class is a synthesis of institutional, theoretical and historical perspectives.

## BA 571: Strategic Management

1-3 Credits

Analysis and application of concepts and techniques aimed at successfully developing and implementing competitive strategy in a complex business environment. B A 571 B A 571 Strategic Management for Converging Economies (3)This course introduces students to the field of strategic management and the skills and tools used by general managers to make strategic decisions. Students learn to use frameworks and perspectives for analyzing industries, competitors, and companies with an overall objective of positioning the firm to attain and sustain competitive advantage. Students learn how to identify the industry and firm-level determinants of profitability and then relate those factors to the development of competitive strategy within the context of responsible business practice. Students also learn how to evaluate strategies to understand how and why companies are successful or not. Finally, students will learn how senior managers use integrative approaches for solving strategic problems.

## BA 575: Capstone Business Case

4 Credits

A team-based project course that requires students to analyze an actual business problem from a firm or nonprofit organization. B A 575 Capstone Business Case (4)The Capstone Business Case course is designed to allow second-year MBA students the chance to integrate the knowledge they have gained to date in the program. True business problems are not narrow, functional area problems; rather they require teams of people to come together to jointly solve a problem that extends across many areas. For example, to assess the commercial viability for a new product requires contributions from economics, marketing, supply chain, finance, strategy, and corporate innovation. The more opportunities students have to work on real cross-functional problems, the better prepared they will be to solve them once they are actually on the job. In addition, working on a team and having to present the results gives students the ability to practice communication, teamwork, and leadership skills that are vital to success on the job.

## BA 578: Entrepreneurship

3 Credits

Study of the development or acquisition of a business appropriate to the objectives and resources of the individual entrepreneur.

## BA 591: Applied Communications

1 Credits

Develop oral and written communication strategies to succeed in professional and academic contexts. B A 591 B A 591 Professional Development for Business Academics (1)This course is designed to equip doctoral students in business with skills and knowledge that will assist them in successfully completing their doctoral studies and moving on to a successful career as a business academic. These skills fall into three broad categories: 1) communication skills, 2) research skills, and 3) interpersonal skills (which include ethical behavior). The course is designed to cover many crucial skills and career issues that may be overlooked during a doctoral student's normal course of study.

**Prerequisite:** admission to the doctoral program in Business Administration

BA 595: Internship

1-12 Credits/Maximum of 12

Supervised off-campus, nongroup instruction, including field experiences, practicums, or internships. Written and oral critique of activity required.

BA 596: Individual Studies

1-9 Credits/Maximum of 9

Creative projects, including nonthesis research, which are supervised on an individual basis and which fall outside the scope of formal courses.

BA 596A: **\*\*SPECIAL TOPICS\*\***

1-6 Credits

BA 597: Special Topics

1-9 Credits/Maximum of 9

Formal courses given on a topical or special interest subject which may be offered infrequently.

BA 599: Foreign Study--Business Administration

1-12 Credits/Maximum of 12

Full-time graduate-level foreign study at an overseas institution with whom linkages have been established.

**Prerequisite:** acceptance in established exchange program International Cultures (IL)

BA 600: Thesis Research

1-15 Credits/Maximum of 999

No description.

BA 601: Ph.D. Dissertation Full-Time

0 Credits/Maximum of 999

No description.

BA 610: Thesis Research Off Campus

1-15 Credits/Maximum of 999

No description.

BA 611: Ph.D. Dissertation Part-Time

0 Credits/Maximum of 999

No description.

BA 800: Marketing Management

1-3 Credits

An examination of the role of the market place in company management.

BA 801: Management

2 Credits

This course is concerned with understanding and managing the behavior of people in organizations. The course will provide exposure to many of the concepts and skills that will help students become a more effective manager and organizational leader. This course includes tools that help students diagnose, understand, and develop solutions to management problems. The course will draw upon both the academic and practitioner literature to understand many facets of organizations and of the thoughts, feelings, and actions of people who work in them. It will focus on: 1) developing students' conceptual understanding of issues involved in managing people; 2) providing opportunities for direct or vicarious learning of managerial skills that have been identified by practicing managers as being most important to their performance; 3) giving students insight into their own attitudes, beliefs, and management philosophy; 4) creating a forum for discussing management issues with colleagues.

BA 802: Team Process and Performance

1-3 Credits

This course provides students with basic knowledge about predictable team dynamics and how to constructively deal with issues that arise in the first year M.B.A. teams. The course focuses on observation, diagnosis, and intervention skills for developing effective teams. Topics include diagnosing group dynamics, giving and receiving feedback to teammates, cross-cultural communication, and conflict management techniques. The course provides a real-time practicum for diagnosing team issues and addressing team problems and conflicts. Students apply team process concepts and techniques as they work to complete team projects in their other core M.B.A. classes. Students leave the course with an understanding of how to successfully lead a team and how to diagnose and correct dysfunctional team behaviors.

BA 803: BUSINESS ETHICS

1 Credits/Maximum of 999

A study of ethical conduct in organizations and how cultural differences and personal conduct impact business decisions. This course focuses on developing the ability to understand ethical conduct in business organizations. Understanding how to think about and manage personal ethical conduct is a key learning objective along with a review of how an organization fosters a culture that supports ethical behavior. Students will also learn how cultural differences impact business decisions in a global environment.

BA 804: Ethical Leadership

2-3 Credits

The objective of the ethical leadership course is to raise awareness of the key role played as a manager and leader in creating and maintaining responsible business conduct in work groups and organizations. The course is also intended to enhance the student's ability to deal with the complexities of ethical decision making in today's dynamic business environment by clarifying and applying personal values.

## BA 805: Negotiation Theory and Skills

1-3 Credits

The ability to effectively negotiate is an essential skill for managers. Negotiations not only occur with customers or clients, but also between bosses and subordinates, among teammates and across departments. Being able to craft a successful deal, especially in difficult circumstances, requires knowledge of yourself, as well as the substantive material that you are negotiating. Effective negotiators know their own limitations as well as their strengths. They also listen well and have good analytical skills. And, they can craft agreements that garner gains for themselves as well as for other if such gains are possible. Successful negotiating is also closely allied with successful teamwork since both processes require listening, persuasion, influence skills, and creativity. This course will give students an overview of the difference between traditional (distributive) bargaining and interest-based (or integrative) negotiations. Students will learn the rudiments of interest-based negotiating and practice it in several negotiation simulations. They will learn how to identify their own and others' interests, to create and claim value and to craft constructive agreements for all parties. The course will concentrate on two person and small group negotiations as well as to deal with difficult opponents.

## BA 809: Strategic Business Architecture

3 Credits

BA 809 focuses on the development and application of business architecture as a holistic discipline that produces a common understanding of the organization that is used to align strategic objectives and tactical initiatives. Business architecture bridges the gap between a company's strategy and its successful execution. A business architecture approach that delivers business value to the enterprise produces several things:  $\zeta$  An articulation of the strategic requirements of the enterprise  $\zeta$  Models of the future state which illustrate what the enterprise should look like across multiple business viewpoints in support of the business strategy  $\zeta$  A road map of the change initiatives required to reach that future state  $\zeta$  The requirements, principles, standards, and guidelines that will steer the implementation of change initiatives The primary purpose of describing the business architecture of an enterprise is to improve the effectiveness or efficiency of the business itself. This includes innovations in the structure of an organization, the centralization or federation of business processes, the quality and timeliness of business information, and ensuring that money spent at the project level is in support of the strategic objectives of the larger enterprise. The course also develops additional capabilities for communicating, explaining, and justifying decisions relating to business architecture.

## BA 810: Supply Chain and Operations Management

1-3 Credits

This course is designed to provide students with an overview of the role of operations in the organization, the kinds of decisions operations and supply chain managers make, and the impact of these decisions on the strategic and tactical position of the firm. Supply chain management is a particular focus in the course. The interaction of production, distribution and information resources plays a critical role in developing and sustaining a firm's competitive advantage.

## BA 811: Financial Accounting

1-3 Credits

Business enterprises convey information to their present and potential investors and creditors through financial reports. This course focuses on these financial reports, the data they contain, how users should read and interpret financial statements, and how users can incorporate this information into their investment decision making. It also examines how managers attempt to window dress these financial statements and how the numbers might affect managerial behavior.

## BA 815: Business Statistics for Contemporary Decision Making

2 Credits

This course is designed to meet the entry statistical requirements for any course in the Smeal M.B.A. Program, as well as to provide job applicable skills across the entire business portfolio.

## BA 817: Communication Skills for Management

1-4 Credits/Maximum of 4

One of the most important skills M.B.A.s develop in business school is the ability to demonstrate the value of their experiences. This course provides students with targeted opportunities to develop this skill as they clearly, forcefully, and professionally represent ideas, opinions, and solutions. Students will participate in various oral, written, and graphic projects during the course. After completing this class, students will have proficiency in representing their skills, expertise, and views to business partners (clients, colleagues, employers, and shareholders). This course is spread over two semesters (2 semesters, 4 M.B.A. modules). Residential M.B.A. students must complete all 4 credits (1 credit each in mods 1,2,3,4 for a total of 4 credits). The material builds on each prior module and applies communications skills to various applications.

## BA 821: Foundation in Managerial Accounting

2 Credits

Foundations in Management Accounting has two broad aims. First, it is designed to help students grasp the technical aspects of accounting for activities and processes within and between firms. Therefore, students will study methods of a) cost classification & estimation; b) cost measurement & allocation; c) profit planning; and d) evaluation and control of behavior. Second, the course emphasizes the context of managerial accounting. The firm suspends market prices that regulate behavior impersonally. Students will study how economic arrangements are organized in such non-market settings. Unlike financial accounting, the field of management accounting integrates notions from diverse fields including economics and sociology. Crucially, management accounting is situational and therefore requires and hones students' facility in both quantitative analyses and qualitative judgments.

## BA 831: Foundations in Finance

1-3 Credits

This course provides a foundation in finance from the perspective of the firm. The objective is to show students that basic financial principles can be useful no matter the type of job taken. The two main topics of the course are: (1) how managers can use financial techniques to help them do their jobs and (2) how firms can use financial markets to solve financial problems. Topics discussed include the time value of money,

criteria for asset selection, capital budgeting, the operation of security markets, portfolio theory and asset pricing, and the firm's cost of capital.

#### BA 832: Global Business Environment

1 Credits

Changes in interest rates, swings in the business cycle, new international trade agreements: all are macroeconomic events, and all can dramatically impact business. Institutional constraints, as well as theory, and history guide present day macroeconomic analysis and policy. Accordingly, the class is a synthesis of institutional, theoretical, and historical perspectives. A wealth of macroeconomic information and data is now available on the web for those who know how to access and interpret it.

#### BA 835: Global Perspectives

1-3 Credits

This course starts with the reality that the United States is less influential in global trade, finance, economics, and business than it was in previous decades. Consequently, M.B.A. students need to be aware of the business environments of other countries, the influence of these countries in the global political economy, and new competitors emanating from other parts of the world. About two-thirds of the course is focused on understanding macroeconomic concepts, and analyzing the challenges and opportunities posed by some of the most important countries and regions and the companies headquartered there. Approximately one-third of the course examines global themes that affect virtually all companies, regardless of nationality. Companies that respond creatively to the challenges posed by technology, sustainability, demographic change, urbanization, civil society, and related issues are likely to be more successful than those that do not. The course uses an interdisciplinary approach to explore the dynamics of international business, globalization, and country/political risk. After reviewing important features of the international business landscape, we will examine the business environments of the world's major regions and select countries, particularly those where students will be going for Global Immersion, while surveying macroeconomic terms and concepts along the way. The course concludes by examining how transnational themes may affect international business in the coming years.

#### BA 836: Global Immersion

1-3 Credits

Global Immersion is designed around a visit to another economic region. In the past, MBA students have visited such countries as Belgium, Brazil, Chile, China, Czech Republic, France, Ireland, Turkey, and Singapore. In each country, students visit both local and multinational businesses to understand how a business gets established and run in another country; students also meet with industry and government officials to get their perspectives on the economic policies of the country. Each Immersion is coordinated by a faculty leader who plans the visit so as to appeal to a wide range of student interests.

#### BA 840: Business Data Management

3 Credits

Business Data Management will enable students to use various database designs to acquire the information needed to make effective business decisions. Successful students will be able to design, create, and implement a relational database and be able to write SQL statements to obtain information from a database. In addition, students will investigate

the next generation approaches for storing, manipulating, and managing web data in unstructured formats. Students will gain an understanding of the advantages and disadvantages among XML, NoSQL, NewSQL, and Relational databases. After successfully completing this course, students will have the knowledge, skills, and abilities to:  $\zeta$  structure a database, configure it, perform analysis within it, and report from it  $\zeta$  have adequate understanding of SQL to retrieve data from a database using SQL query language  $\zeta$  design a database system including an ER Model and a UML class diagram, and implement the design in an enterprise database application  $\zeta$  understand NoSQL databases, XML native databases, NewSQL databases, and the advantages and disadvantages of these databases.

**RECOMMENDED PREPARATIONS:** three credits of data analytics

#### BA 841: Business Intelligence

3 Credits

Business intelligence encompasses the IT tools for exploring, analyzing, integrating, and reporting business data for fact-based, intelligent decision making. This course primarily investigates methods and tools for exploring and analyzing large amounts of business data, also called "Big Data". Learning methods emphasize active learning in the application of methods and tools to real data and the presentation of the results. Students will be exposed to a variety of methods for analyzing both structured and unstructured data and they will work with business data sets to understand the value that can be extracted from large data sets. They will also learn how to classify and associate data to discover business rules that can be used to support decision making. The course will also cover methods to analyze social media information and tools that can facilitate such analysis and discovery. Students will work with data from real social networks to gain an appreciation of how value can be obtained from such networks. Finally, they will learn about techniques for visualizing, presenting, and communicating information in a useful way, e.g. through dashboards and with other technologies on various platforms. Upon successful completion of this course, students will have:  $\zeta$  acquired the tools and techniques of data cleaning and preparation, data mining, and data visualization  $\zeta$  become competent in analyzing both structured and unstructured data  $\zeta$  developed an understanding of, and an appreciation for, the complexities of mining unstructured data such as text data including documents, web pages, emails, etc.  $\zeta$  developed an understanding of social networks as well as mobile and location-based analytics

**COREQUISITE:** BA 840 **RECOMMENDED PREPARATIONS:** three credits of data analytics

#### BA 850: Sustainability Driven Innovation

3 Credits

This course explores sustainability as a business opportunity for developing innovative products and services. It will focus on consumer needs related to sustainability, willingness to pay for these needs, and the innovative processes necessary to create sustainable solutions.

#### BA 865: Strategic Leadership

1-3 Credits

This course presents a senior executive perspective on the key opportunities and challenges faced by business leaders. Course content is based on extensive research on the experiences of senior leaders from major organizations around the world. The lessons from these

experiences form the backbone of a series of discussions on the changing context for setting strategy and leading organizations in an evolving business environment. Students who complete the course will demonstrate the ability to think strategically about organizational issues and challenges, develop effective strategies for organizational performance and success, and shape organizational cultures that facilitate strategy implementation and organizational change.

**BA 880: Leadership Immersion**

2 Credits

This course will provide practical and hands-on exposure to leadership training and exercises that can be applied in a diverse range of professional environments and business settings. Students will assess their own leadership strengths and development areas, develop an individual leadership development plan, apply that plan in a Leadership Immersion experience, and complete a reflection paper upon return. The course provides an opportunity to apply and integrate the knowledge and skills students developed throughout the program with strategic management and leadership concepts. Leadership Immersion off-site components take students to one- to two- day leadership development programs such as: the Fire Department of the City of New York (FDNY) Fire Academy; the U.S. Marine Corps Officer Candidate School in Quantico, Virginia; the U.S. Military Academy at West Point; and Gettysburg National Military Park. All of these off-site immersion experiences focus on leadership in situations that require rapid decision-making, communication, and team cohesion in a stressful or uncertain environment.

**Prerequisite:** BA 801, BA 802

**BA 888: Strategic Leading and Identity**

3 Credits

The course takes a unique approach to strategic leadership that emphasizes identity issues that are critical to understanding individual and collective processes in organizational life. Students will learn about their own leadership as it relates to their identity and others' identities. It will provide practical and experiential exposure to classic and contemporary leadership frameworks that can be applied in a diverse range of professional environments and business settings. Students will assess their own leadership strengths and development areas, create an individual leadership development plan, apply that plan as part of the course, and complete a reflection paper upon executing the plan. The course provides an opportunity to apply and integrate the knowledge and skills they developed throughout their education and their careers. The course will include an individual leadership style multi-rater assessment. Students will self-assess and receive feedback from others on their leadership behaviors, and will develop a plan for individual leadership development. The course will also include opportunities for students to focus on self-awareness as a leader and building leadership skills (e.g., active listening, giving/receiving feedback, mindfulness).