CBA - Business Administration Graduate Program

Master of Business Administration Program
Director: Mark Huesmann
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www.uwlax.edu/grad/mba/

The College of Business Administration is a professional college that is dedicated to the development of its students. The college’s Master of Business Administration Program (MBA) provides students with an integrated business education preparing them for successful careers. The program is accredited by AACSB International, the Association to Advance Collegiate Schools of Business International. AACSB International accreditation represents the highest standard of achievement for business schools worldwide.

The overall objective of the program is to prepare graduates for positions of leadership in business and public administration. The program also prepares students for entry into doctoral level study. The curriculum challenges students to think critically about business issues and problems and is organized around three themes: changing technological environments, globalization, and social and environmental responsibility. The program has been designed to enhance students’ critical and analytical problem solving and decision-making capabilities.

The evening program is suitable both for part-time and full-time students and is open to all qualified students regardless of undergraduate areas of study. The program consists of two phases:

1. A foundation phase and
2. The MBA phase.

Students who do not possess an undergraduate business degree may be required to complete all or part of the foundation phase as part of their program of study. Foundation courses are available on campus or through an accelerated format via the Internet.

Students who are not required to complete foundation courses will be enrolled directly in the MBA phase. In addition to the on-campus required and elective course offerings, electives also are available via the Internet. The entire program of study generally can be completed within one to two years of full-time study. Completion in one year requires a careful selection of required and elective courses and enrollment in one summer session. More information can be obtained online through the Master of Business Administration Program (https://www.uwlax.edu/grad/mba)’s site.

MBA course enrollment restriction policy

Enrollment in MBA courses is restricted to students in the MBA program, unless given special permission by the program director. Graduate students from other programs could be permitted to take, at most, six credits of 500/600/700 level MBA courses.

2017-18 Faculty/Staff

The following is the graduate faculty and staff as of the publication date of this catalog. This list will not be updated again until the next catalog is published in June.

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Assistant Professor

Nilakshi Borah, Ph.D.
Accountancy Courses

ACC 400/500 Cr.1-3

Accountancy Forum
Emphasis will be on examination and study of current accountancy issues. Topics will vary from semester to semester. Repeatable for credit - maximum six. Consent of instructor. Offered Occasionally.

ACC 418/518 Cr.3

Business Law for Accountants
The study of law as it relates to the professional accountant’s need for an understanding of the legal environment. Among topics included are an accountant’s legal responsibility, federal security regulation, antitrust laws, employer-employee relationship, bankruptcy, forms of business organization, estates and trusts, commercial paper, contracts, sales, real estate and ethics. Prerequisite: BUS 205. Offered Fall, Spring.

ACC 421/521 Cr.3

Advanced Accounting
Principles and theories of financial accounting and reporting for consolidated groups of entities, state and local governmental entities, and partnership entities. A majority of this course relates to consolidated groups of entities including translating foreign exchange transactions and consolidation of foreign operations. Prerequisite: ACC 322. Offered Fall, Spring.

ACC 430/530 Cr.3

Taxation II
A study of advanced tax law affecting different forms of business entities. This course will include the preparation of various federal business income tax returns. Prerequisite: ACC 330. Offered Fall, Spring.

ACC 438/538 Cr.3

Principles of Auditing
Introduces the student to auditing, attestation, and assurance services. Topics include: client acceptance, audit planning, client internal control systems, audit risk, materiality, audit evidence, audit sampling, audit documentation, engagement quality control, professional ethics, legal liability, and the audit, attestation or assurance report issues by the auditor. The sources of authoritative standards and interpretations addressed in the course include: Audit Standards issued by the Public Company Accounting Oversight Board applied to clients that are required to report to the United States Securities and Exchange Commission, Statements on Auditing Standards for all other clients, and the Code of Professional Conduct issued by the American Institute of Certified Public Accountants. Prerequisite: STAT 145; ACC 322, ACC 327. Offered Fall, Spring.

ACC 703 Cr.2

Accounting for Business Decisions
An examination of basic financial statements and accounting systems. Emphasis on statement analysis, cash flows, inventory methods, long-term assets and tax consideration. Capital markets, financing and other liabilities will be covered. Prerequisite: This course is an internet MBA foundation course. Offered Occasionally.

ACC 704 Cr.1

Accounting for Management Decisions
An overview of accounting information needed for informed management decisions. Topics include cost concepts and behavior, product costing, allocation and budgeting. This course is offered as an Internet course. MBA foundation course. Prerequisite: ACC 703. Offered Occasionally.

ACC 706 Cr.3

Survey of Financial Accounting
An analysis of accounting concepts as they relate to internal and external users of information contained in the financial reports such as: cash flow, revenue recognition, inter-corporate investments, inventory, liabilities, and auditor’s opinion. Offered Occasionally.

ACC 797 Cr.1-3

Independent Study
Individual reading or research under the guidance of a staff member. Registration with the consent of the student’s regular adviser, the instructor, and the department chairperson. Approval form available in the Office of the Dean of the College of Business Administration. Form must be completed prior to registration. Repeatable for credit - maximum 3. Prerequisite: admission to the MBA Program with a minimum 3.50 cum GPA; completed a minimum of 21 credits in the MBA Program. Maximum of three credits of independent study in any combination of ACC 797, ECO 797, FIN 797, MGT 797 and MKT 797. Consent of instructor. Offered Occasionally.
Business Administration Courses

BUS 700 Cr.1-3
Business Forum
Emphasis on the exploration of new developments in business theory and practice. Topics will vary from semester to semester. Repeatable for credit - maximum 12. Prerequisite: admission to the MBA program. Offered Fall, Winter, Spring, Summer.

BUS 710 Cr.2
Statistical Analysis Foundations
This course is designed for students entering the MBA program who have not had sufficient exposure to the subject before. Students will learn the basic concepts, principles and techniques of business statistics. They will be able to implement the techniques on spreadsheets using specially designed templates, and will develop a working knowledge of the subject in order to solve statistical problems in business. The techniques will cover such topics as descriptive statistics, probability distributions, estimation, hypothesis testing and simple regression. This course is an internet MBA foundation course. Prerequisite: college algebra, basic competency in using MS Excel. Offered Fall.

BUS 730 Cr.3
Decision Framing and Decision Making in Complex Environments
This course challenges students to integrate all of the discipline-specific skills developed in the MBA foundation courses within a dynamic decision-making context. The focus of the course will be on the process of problem framing/identification, analysis, and decision-making in complex and uncertain environments. Students develop critical judgments about the efficient and effective application of core knowledge which requires applying the tools of analysis appropriately and exacting useful insights and drawing managerially relevant recommendations from the analysis. Prerequisite: successful completion of the MBA foundation requirements. Offered Fall.

BUS 731 Cr.3
Decision Making and Framing for Managing & Leading People in Organizations
This course aims to integrate discipline-specific knowledge and skills developed in the MBA foundation courses in an effort to enhance managerial decision making abilities under uncertainty. The focus of the course will be on problem analysis and decision making through the lens of managing and leading people in organizations. An interdisciplinary approach is taken by integrating critical knowledge and practices from various business fields such as organizational behavior, human resource management, strategic management, personnel economics, and/or other management-related areas. This course emphasizes the development of critical thinking skills and application of analytical reasoning tools. Extracting useful insights and drawing managerially-relevant recommendations from the analysis are further cornerstones of the course. Prerequisite: successful completion of the MBA foundation requirements. Offered Spring.

BUS 735 Cr.4
Business Decision Making and Research Methodology
This course introduces a variety of quantitative and qualitative methods that support business decision-making and research. These methods range from quantitative procedures like multivariate analysis, simulation, and linear programming to qualitative approaches that use unstructured data collected from interviews and observations. Students will achieve conceptual understanding of the research methods covered in the course and acquired hands-on experience in applying these methods to practical business cases using computer-based tools. Prerequisite: successful completion of the MBA foundation requirements. Offered Fall.

BUS 750 Cr.3
Business Law, Ethics, and Social Responsibility
This course analyzes business decisions in the context of law, ethics, and corporate social responsibility. The course provides a balanced, global, and interdisciplinary approach that examines the complex and diverse principles central to the legal and ethical management of business organizations. The course will examine these issues in domestic and international business decision situations, explore solutions from alternative paradigms of leadership and corporate governance, and incorporate them when formulating organizational tactics and strategy. Offered Spring.

BUS 755 Cr.3
Managing in a Changing Technological Environment
This course examines the challenging issue of managing fast-changing information technology (IT) to support modern business operations and strategic initiatives. While concepts and models of business analysis are introduced through lectures, case analysis is used extensively to study major IT management issues in various organizations, industries, and countries. To bridge the gap between textbooks and the rapidly evolving IT, the course also employs guided research to keep students current on the contemporary IT trends and issues. Offered Spring.

BUS 760 Cr.4
Managing in a Global Environment
This course develops the critical skills and integrated knowledge necessary to function effectively in today's global environment. The course describes how global agreements, changing technologies, global institutions and evolving political patterns affect the conduct of global business. This course develops the ability to frame problems from multiple managerial perspectives - including operational, economic, environmental, ethical, financial, cultural, and technological frames of reference - and to apply sophisticated decision making and coalition building processes to arrive at integrated solutions in a diverse and changing world. This course will typically employ a problem-based approach to the subject area and will seek to integrate, in this approach, such traditional functional disciplines as operations, logistics, marketing, finance, accounting, information systems, and management. This course is offered as a campus course and an Internet course. Offered Fall, Spring, Summer.

BUS 780 Cr.1-6
Internship in Business Administration
This course is a practical learning experience designed to apply the skills and competencies acquired within the MBA program to challenging business problems in both the profit and non-profit sectors. Repeatable for credit - maximum six. Prerequisite: successful completion of the MBA core curriculum and written approval of the MBA program director. Consent of department. Offered Occasionally.

BUS 790 Cr.1
MBA Program Assessment
This course consists of a capstone activity which gives students an opportunity to reflect on their MBA experience as a whole-and thus, to have one, final, critical learning experience. Participation in the concluding assessment exercise provides useful feedback regarding the effectiveness of the MBA program. This assessment will be multi-disciplinary and multi-dimensional in its design and execution. When possible, it may involve participants from the broader UWL academic and business communities. Last course before graduation. Prerequisite: completion, or in the final stages, of all other MBA program requirements. Pass/Fail grading. Offered Fall, Spring, Summer.
BUS 799 Cr.1-6
Research: Master's Thesis
This course consists of a directed independent research study to be selected and executed under the direction of a graduate faculty member. Repeatable for credit - maximum six. Prerequisite: successful completion of the MBA core curriculum and written approval of the MBA program director. Completion of a master's thesis is optional within the MBA program. Consent of department. Offered Occasionally.

Economics Courses
ECO 400/500 Cr.3
Monetary Theory and Policy
This course is concerned with the theory and practice of monetary policy in the modern market economy, with particular reference to the U.S. economy and institutional framework. Topics covered include: the ability of the central bank to regulate the supply of money and credit conditions; factors affecting the demand for money; and the relationship between changes in the money supply and interest rates and the impact of changes in each of these on other economic variables. Prerequisite: ECO 301. Offered Occasionally.

ECO 402/502 Cr.3
Public Sector Economics
Theory and policy of revenues and expenditures in the public sector. Public sector issues are analyzed using public choice theory and cost-benefit analysis. Expenditure programs and taxations are considered at the national, state, and local government levels. Prerequisite: ECO 110. Offered Occasionally.

ECO 409/509 Cr.3
Econometric Methods
Development of statistical techniques used in empirical economics analysis. Emphasis will be placed on the theory and application of the linear regression model. Prerequisite: ECO 307 or STAT 405; one economics course at 300 level or above. Offered Occasionally.

ECO 474/574 Cr.1-3
Economic Forum
Emphasis will be on examination and study of current economic issues. Topics will vary from semester to semester. Repeatable for credit - maximum six. Prerequisite: ECO 110, ECO 120. Offered Occasionally.

ECO 703 Cr.1
Foundations of Microeconomics
Introduction to microeconomics analysis with an emphasis on effective decision-making. Topics include: supply and demand, profit maximization, pricing strategies, market structures, antitrust regulation, and strategic positioning for competitive advantage. Prerequisite: This course is an internet MBA foundation course. Offered Occasionally.

ECO 704 Cr.1
Foundations of Macroeconomics
Introduction to macroeconomics analysis with an emphasis on effective decision-making. Topics include: monetary policy, fiscal policy, and the economics of international trade and exchange rates. This course is an internet MBA foundation course. Prerequisite: ECO 703 or a previous economics course. Offered Occasionally.

ECO 712 Cr.3
Business Fluctuations
An introduction to the dynamic analysis of the aggregate economy. Topics include economic models and dynamic analysis, production and economic growth, consumption and saving, government activity and its financing, money and the price level, unemployment, and aggregate forecasting. Offered Occasionally.

ECO 740 Cr.3
Macroeconomic Policies in Global Economy
A detailed examination of the fundamentals of international monetary economics and macroeconomic policies. Currency markets and exchange rates, the balance of payments accounts, the market for goods and services, and money and the banking system in relation to foreign exchange will be discussed. Short-run and long-run macroeconomic policies under fixed and flexible exchange rates, and their impact on interest rates, prices, and output are emphasized. Offered Occasionally.

ECO 797 Cr.1-3
Independent Study
Individual reading or research under the guidance of a staff member. Registration with the consent of the student's regular adviser, the instructor and the department chairperson. Approval form available in the office of the Dean of the College of Business Administration. Topic must be completed prior to registration. Repeatable for credit - maximum three. Prerequisite: admission to the MBA Program with a minimum 3.50 cum GPA; completed a minimum of 21 credits in the MBA Program. Maximum of three credits of independent study in any combination of ACC 797, ECO 797, FIN 797, MGT 797 and MKT 797. Consent of instructor. Offered Fall, Winter, Spring, Summer.

Finance Courses
FIN 426/526 Cr.3
Real Estate Finance
The contractual nature and legal implications of the instruments used in financing real estate. The structure and operation of the primary and secondary mortgage markets; instruments, techniques, and strategies in financing real property investments. Prerequisite: FIN 456/556. Offered Occasionally.

FIN 430/530 Cr.3
Financial Planning and Strategy
Long-term planning as it relates to special problems of acquiring funds and selecting and deploying assets. Emphasis is placed on forecasting long-term funds requirements, and the suitability of specific financing vehicles for particular needs. Prerequisite: FIN 370. Offered Occasionally.

FIN 440/540 Cr.3
Multinational Financial Management
The international financial system and the application of basic principles of business finance in an international context. Topics include: the finance function in the multinational firm, foreign exchange markets, cost of capital, and capital expenditure analysis in the multinational firm. International accounting and reporting procedures are reviewed. Prerequisite: FIN 355. Offered Spring.

FIN 447/547 Cr.3
Advanced Financial Analysis
Offers the students the opportunity for advanced study of topics related to (1) business ethics and professional standards, (2) investment tools, (3) asset valuation, and (4) portfolio management. Students will learn how to effectively analyze financial statements, apply statistical models, and evaluate both international and derivative securities. Completion of this course will also assist students in preparing for the Level 1 exam of the Chartered Financial Analyst (CFA) program. Departmental option for pass/fail or letter grade. Prerequisite: FIN 355. Consent of department. Offered Spring.
FIN 456/556 Cr.3
Real Estate Principles
Survey of real estate principles and practices, the economic environment and valuation. Topics include: nature of real property; organization and structure of real estate markets; alternative land uses; financing and valuation of real estate; and the legal environment. Prerequisite: FIN 355. Offered Occasionally.

FIN 465/565 Cr.3
Health Care Financing
A broad micro and macro treatment of health care financing from the insurer, consumer and institutional viewpoints. Topics include: reimbursement mechanisms, planning, capital allocation and organizational aspects of health care financing function. Prerequisite: FIN 355. Offered Occasionally.

FIN 474/574 Cr.3
Equity Valuation
This course presents the financial analysis industry standard models for determining the value of equity securities. Emphasis is placed on the calculations of cost of capital and equity value and the sensitivity analysis of the results. Students will be required to create and present a sell-side analyst report. Prerequisite: BUS 730. Offered Occasionally.

FIN 475/575 Cr.3
Investment Analysis and Portfolio Management
An in-depth investigation of modern concepts of asset ownership, risks and the reduction of risk through portfolio construction. An efficient markets approach to contemporary capital market and portfolio theory with applications to investment management. Prerequisite: FIN 380. Offered Fall, Spring.

FIN 477/577 Cr.3
International Investments
The international political, economic and legal environment in which investment decisions are made. An evaluation of security valuation theory and practice in the context of international money and capital markets. Topics include the motives for international investment, exchange risk, foreign money and capital market instruments and their markets, and construction and management of portfolios. Prerequisite: FIN 380. Offered Occasionally.

FIN 480/580 Cr.3
Financial Management and Control
Focuses on the roles and responsibilities of the controller and treasurer in today's business and economic environment. From a controller's/treasurer's perspective, the course content includes: functions, organization, characteristics, standards of ethical conduct, financial reporting, internal controls/operations analysis, cost management and professional development. Prerequisite: BUS 730, BUS 731. Offered Occasionally.

FIN 701 Cr.2
Foundations of Managerial Finance
Introduction to managerial finance with an emphasis on effective decision-making. Topics include risk and return, present value, valuation, cost of capital, capital budgeting, leverage and capital structure, forecasting, financial markets and the environment, and working capital. Prerequisite: This course is an internet MBA foundation course. Offered Fall, Spring, Summer.

FIN 711 Cr.3
Money and Capital Markets
Analysis of the economic forces at work in the money and capital markets. Influence of financial markets on cost of capital and market interest rates. Analysis of markets for debt and equities, private and public offerings. Role of the central bank in financial markets and forces contributing to stability and instability. (Not open for credit to those who have had FIN 390.) Offered Occasionally.
MGT 702 Cr.2

**Operations Foundation**
Introduction to the role of operations management in an organization, including production processes, linear programming, layout, inventory control, scheduling, project management, and quality assurance. Prerequisite: This course is an internet MBA foundation course. Offered Occasionally.

MGT 703 Cr.2

**Organizational Behavior**
Current theories of organizational behavior are studied with emphasis on contributions of the behavioral sciences in describing and analyzing the behavior of individuals and groups in organizations. Problems and strategies in organizational growth and change are studied. Application of concepts and development of interpersonal skills are accomplished through case analysis, practical exercises and examples. Prerequisite: This course is an internet MBA foundation course. Offered Occasionally.

MGT 710 Cr.3

**Innovation and Technology Management**
This course focuses on the management of innovation and technology in today's technologically integrated and interconnected world. It examines the nature of both innovation and technology from a managerial perspective and investigates what is required to manage both. A combination of lectures, readings, projects and structured exercises will be used. Prerequisite: admission to the MBA Program. Offered Occasionally.

MGT 734 Cr.3

**Small Business Management**
Advanced study in the function and role of small business management. Determination of the management team strategy in solving the wide varieties of problems encountered by the small firm. Emphasis on analytical case studies. Offered Occasionally.

MGT 736 Cr.3

**The Global Environment of Business**
This course focuses on current changes in the global environment with which U.S. corporations and managers interact. Emphasis is placed on understanding contemporary changes in the global environment. Contemporary and current changes are examined from a managerial and business perspective that focuses on the inter-dependence of the U.S. and other countries and trading blocs in the global environment of business. Offered Occasionally.

MGT 738 Cr.3

**Labor-Management Relations**
An in-depth examination of the process, structure, evaluation and practices of effective labor-management relations. Special emphasis will be given to the impact of unions on management, grievances, collective bargaining, arbitration, public sector, labor relations and the nature of unions. Offered Occasionally.

MGT 740 Cr.3

**Current Issues in Human Resources and Industrial Relations**

MGT 795 Cr.3

**Continuous Quality Improvement for Products and Processes**
Course covers customer, output, process, input, stake and stock holders, and decision making functions as they relate to continuous quality improvement. The focus is on delivering the "best net value" to the customer. Students will investigate forming organizational alliances and consensus thinking; integrating corporate functions; developing customer orientation and facilitating teamwork. Site visits and guest lectures will be incorporated. Team-taught. Certificate of Proficiency will be issued upon course completion. Prerequisite: STAT 145 or equivalent. Pass/Fail grading. Offered Occasionally.

MGT 797 Cr.1-3

**Independent Study**
Individual reading or research under the guidance of a staff member. Registration with consent of the student's regular adviser, the instructor, and the department chairperson. Approval form available in the office of the Dean of the College of Business Administration. Form must be completed prior to registration. Repeatable for credit - maximum three. Prerequisite: admission to the MBA Program with a minimum 3.50 cum GPA; completed a minimum of 21 credits in the MBA Program. Maximum of three credits of independent study in any combination of ACC 797, ECO 797, FIN 797, MGT 797 and MKT 797. Consent of department. Offered Fall, Spring, Summer.

**Marketing Courses**

MKT 700 Cr.2

**Marketing Principles**
Marketing is the business function that identifies customer needs and wants, determines which target markets the organization can best serve, and designs appropriate products and services to serve those markets. The goal of marketing is to create customer satisfaction profitably by building value-laden relationships with customers. The goal of this course is to develop students' analytical ability and managerial perspective in the planning of comprehensive marketing programs. Prerequisite: This course is an internet MBA foundation course. Offered Annually.

MKT 745 Cr.3

**International Marketing: Environment and Operations**
An advanced examination and analysis of the legal, political, economic and cultural factors influencing the marketing of goods and services abroad. Special emphasis will be placed upon the complexity of foreign operations through the formulation, negotiation and implementation of strategic marketing decisions for overseas markets. Offered Occasionally.

MKT 749 Cr.3

**Seminar in Marketing**
An advanced course in marketing devoted to the exploration of new developments in marketing theory and investigation of marketing problems. Offered Occasionally.

MKT 797 Cr.1-3

**Independent Study**
Individual reading or research under the guidance of a staff member. Registration with consent of the student's regular adviser, the instructor, and the department chairperson. Approval form available in the office of the Dean of the College of Business Administration. Form must be completed prior to registration. Repeatable for credit - maximum three. Prerequisite: admission to the MBA Program with a minimum 3.50 cum GPA; completed a minimum of 21 credits in the MBA Program. Maximum of three credits of independent study in any combination of ACC 797, ECO 797, FIN 797, MGT 797 and MKT 797. Consent of instructor. Offered Annually.