



LOYOLA UNIVERSITY MARYLAND

— 1852 —

The President

June 24, 2019

James D. Fielder, Jr., Ph.D.
Secretary of Higher Education
Maryland Higher Education Commission
6 North Liberty Street, 10th Floor
Baltimore, Maryland 21201

Dear Secretary Fielder:

Loyola University Maryland appreciates the opportunity to respond to the objection letter from University of Baltimore, dated June 13, 2019, regarding the proposed establishment of an off-campus instructional space to offer a substantial portion of the courses that compose the Rev. Joseph A. Sellinger, S.J., School of Business and Management part-time Master of Business Administration (MBA) program. In accordance with Code of Maryland Regulations (COMAR 13B.02.03.27(B) and COMAR 13B.02.03.09), we respectfully submit our response to the objection and assert that Loyola's proposal does not create unreasonable duplication of MBA programs.

In this response, we will demonstrate that Loyola's proposal is the result of careful and intentional planning for the quality and renewal of the existing 52-year-old AACSB-accredited MBA program and that the proposal fits directly within Loyola's mission, vision, and commitment to our students, the business community, and the city of Baltimore.

In addition, our response will directly address the elements of COMAR 13B.02.03.09 and the University of Baltimore's letter. We begin with an overview of Loyola University Maryland's mission and its commitment to a 500-year Jesuit educational tradition, founded by St. Ignatius of Loyola.

Loyola University Maryland Mission, Vision, and Values

Loyola University Maryland is a Jesuit, Catholic university committed to the educational and spiritual traditions of the Society of Jesus and to the ideals of liberal education and the development of the whole person. Accordingly, the University will inspire students to learn, lead, and serve in a diverse and changing world.

— *Mission Statement of Loyola University Maryland*

When the Reverend John Early, S.J., and his brother Jesuits founded Loyola College in Baltimore, Maryland, in 1852, their hope and intention was that this new school would serve the people of the city of Baltimore. For nearly 170 years, Loyola has embraced and expanded that role, educating students in the Jesuit tradition to learn, lead, and serve in a diverse and changing world.

Now a university with more than 3,800 undergraduate and more than 1,750 graduate students, Loyola's mission statement offers clear inspiration to a specifically Catholic and Jesuit approach to education, guiding and shaping the university's programs and practices. With attention to formation of the whole person, Christian humanism, academic excellence, the pursuit of truth, and service born of contemplation and action, Loyola aspires to develop graduates "of compassion and competence, imbued with the desire to seek in all things the greater glory of God," according to Loyola's vision statement.

Loyola's mission, vision, and core values inform the university's planning, budgeting, and decision-making, from the institutional level to the course syllabus, as we will note below. *The Ignatian Compass* strategic plan, approved by the Board of Trustees in October 2016, was created through conversations that included more than 300 members of the university community who envisioned and planned what Loyola could become in the future. *The Ignatian Compass* calls for deeper engagement with Loyola's Jesuit, Catholic mission, identity, and core values—and works toward achieving the university's vision, "*Loyola University Maryland, anchored in Baltimore, will be a leading national liberal arts university in the Jesuit, Catholic tradition.*"

As Loyola endeavors to meet one of its 10 core values, *The Constant Challenge to Improve*, it strives to continuously enhance the quality of its programs, its educational opportunities for students, and its relevance to the business community. As such, our programs cannot remain stagnant and must meet the needs of the market, the business community, and Baltimore City. If the substantial modification proposal process is used to undermine efforts for the innovation of existing programs, a goal that MHEC has encouraged since the launch of its latest *State Plan for Postsecondary Education*, then it imposes an undue burden on the State's institutions of higher education at a time when out-of-state online programs reach Maryland's residents with increasing competition.

Intentional Planning for Program Quality and Innovation

In alignment with Loyola's strategic plan and with the State's encouragement for programmatic innovation, the Sellinger School of Business and Management developed a School-level strategic plan informed by studies it commissioned from Eduvantis, a higher education consulting firm that provides data-driven strategies and recommendations to strengthen programs. The Eduvantis study in 2016 made six recommendations. The Sellinger School has implemented five of the six recommendations, and this proposal represents Sellinger's action to implement the sixth related to accessibility and flexibility for students.

The 2016 Eduvantis study demonstrated several market-related indications that Loyola's part-time MBA program attracts students looking for particular traits—"Jesuit," "convenient," and "reputation" were characteristics at top of mind for students who chose Sellinger School programs. Students who chose to enroll in the Sellinger School's part-time MBA program rated convenience of program location in proximity to where they live or work as very important.

A commissioned location suitability analysis for Sellinger School of Business programs assigned the highest Maryland suitability score from the Baltimore-DC corridor to Baltimore City. In addition, as highlighted in Loyola's MHEC proposal, a high density of spring 2018 Loyola MBA students lived in Baltimore's city center, according to the heat map created from Loyola student data. Further, Eduvantis found in its digital marketing report that the Baltimore market demonstrated growth in MBA-related keyword searches relevant to Sellinger, an increase year over year of 8.54%, more so than compared to the 5.78% increase in Maryland. Baltimore City generates one quarter of the organic traffic to the Sellinger website.

In 2018, Loyola received a report update from Eduvantis. In that analysis, Loyola found that by implementing recommendations and plans for program renewal and innovation, MBA students' perceptions of program quality and value had noticeably increased since 2016. This and additional information from the report affirmed the direction of our plans to continue to make the part-time MBA more accessible and flexible through a hybrid mode of delivery (a mix of face-to-face, web-enhanced, and online courses) and a downtown site for the courses that include face-to-face instruction.

With this context in mind, we would like to address the particular elements of program duplication you are required by COMAR 13B.02.03.09 to consider in your review of the proposal and the objection.

Reasonable Co-existence of the Loyola University Maryland and University of Baltimore MBAs

COMAR 13B.02.03.09(C)

(1)(a) The degree to be awarded:

Loyola University Maryland and the University of Baltimore both offer mature MBA programs, in existence for decades and accredited since the 1980s. The proposal from Loyola does not request the establishment of a new program; rather, Loyola has followed COMAR regulations, in good faith, to seek approval for an instructional site that is off-campus, where we plan to offer a portion of our program—not the entirety of it. Pursuant to COMAR 13B.02.03.03, Loyola completed a substantial modification proposal to seek the Secretary's recommendation for an off-campus program. Loyola wishes to provide eight 3-credit courses of its part-time MBA in a leased space downtown to better serve our students, the business community, and the quality of our program. Faculty will not have offices in the leased space, nor will administrators—our faculty will travel from Loyola's campus to the downtown location to provide courses to those students who seek a program that combines face-to-face and hybrid instruction with entirely online courses the students can take from their own homes or offices.

(1)(b) The area of specialization:

The University of Baltimore offers a great deal of customization for its students to take the MBA program in several modalities, at their own pace, and from among 10 areas of specialization or from a specialization of their own, created to meet their career goals. The University of Baltimore's specializations include Cybersecurity and Organizational Resilience, Data Analytics, Digital Business, Entrepreneurship & Innovation, Managing Financial Performance, Healthcare Management, Global Management, Leadership and Management Development, Marketing, and Public Sector Management.

By contrast, the Loyola program at the Transamerica Building will accept cohorts of students who move through a hybrid program together in approximately 2.5 years. Students taking courses at this instructional site will be limited to general part-time MBA courses at this time. Students wishing to pursue a specialization within the MBA program would have two options available online (management or general business) or would have to complete other specializations on campus. Students who prefer all the other specializations offered by the University of Baltimore would not be attracted to Loyola's MBA at the downtown location.

(1)(c) The purpose or objectives of the program to be offered:

Loyola University Maryland is the only Jesuit postsecondary institution in Maryland, and it is one of only 27 in the nation. As mentioned earlier in this letter, a Jesuit institution adheres to specific educational traditions that not only inform and guide institution-level decisions but translate into program design and the instruction itself. Loyola has intentionally designed its MBA program in the 3-credit format, whereas

University of Baltimore employs a combination of 1.5- and 3-credit courses. Our curriculum is built upon the Jesuit Catholic Pillar of "the *examen*," a tool for thoughtful reflection and discernment that helps students move from course-based learning to responsible action. The longer 3-credit course format provides students time for this deep reflection and discernment consistent with the 500-year tradition of Jesuit education.

Beyond the 3-credit course format that allows for depth and the twin practices of reflection and discernment, the instructional design of the courses at the proposed location differentiates Loyola's part-time MBA with the purpose of creating a cohesive experience for the students. Courses in the Transamerica location will be designed in a cohort model, specifically with interlacing pedagogy that is unique to the region. Each semester, one course designer will work with both faculty members teaching in the location to ensure seamless integration of material and a team teaching approach as students progress through paired subject matter, thus allowing for enhanced reflection in the Jesuit tradition.

Formation does not end with course design. Students who enroll in the Sellinger School of Business part-time MBA become familiar with the Jesuit educational philosophy because it is explicitly shared with them. For instance, the syllabus for GB703 Financial Application and Strategy devotes a full page to describing the differentiating factors of the Jesuit educational philosophy and how that educational philosophy is practiced in the course. The philosophy of Jesuit education upon which the faculty member designed GB703 determines the content, learning objectives, instructional practice, classroom environment, and habits to be engaged in the course—all for the formation of "men and women for others;" a syllabus excerpt follows as Appendix 1.

The Loyola University Maryland MBA and University of Baltimore MBA learning outcomes differ. Loyola's Sellinger School of Business designs its programs with five mission-aligned learning objectives: Ethical Leadership, Global Awareness, Effective Communication, Analytical and Critical Thinking, and Knowledge and Integration of Functional Areas. Sellinger aspires to "Build a Better World through Business."

The University of Baltimore designs its MBA program with the integration of six themes that address contemporary workforce themes: Managing Innovation and Strategy, Leading and Managing People, Interfacing with External Stakeholders, Managing the Value Chain, Managing Performance and Risk, and Leveraging Technology and Business. The University of Baltimore tagline for the UB MBA is "Fueled by Purpose, Different by Design."

Admission requirements of the two programs differ in that the Loyola admission requirements are more selective, requiring a bachelor's degree with a minimum 3.0 GPA compared to University of Baltimore's minimum 2.5 GPA. A fuller comparison table is included in Appendix 2.

(1)(d) The specific academic content of the program:

Please see Appendix 3 for course descriptions from each program.

(1)(e) Evidence of equivalent competencies of the proposed program in comparison to existing programs:

Loyola MBA students have the option to test out of up to six credits in the MBA. Exams are available for testing out of three Loyola MBA courses, but no students may test out of more than two courses. Few students choose to take these exams. By contrast, the University of Baltimore waives up to 12 Foundation Credits, based on prior learning.

(1)(f) An analysis of the market demand for the program:

The program proposal provided information to demonstrate market demand. The heat map below depicts an overview of home locations of the enrolled Loyola MBA students. One can see the high density in Baltimore’s city center of MBA students’ home addresses. The benefit of serving Loyola students and those attracted to a Loyola MBA program with a downtown instructional site can be seen when the heat map data are paired with the Eduvantis 2016 and 2018 reports that confirm students’ preference for a program located in proximity to home or work. Please see the heat map below of Loyola MBA students’ home addresses in spring 2018—all icons in blue, red, and green represent actively enrolled MBA students.

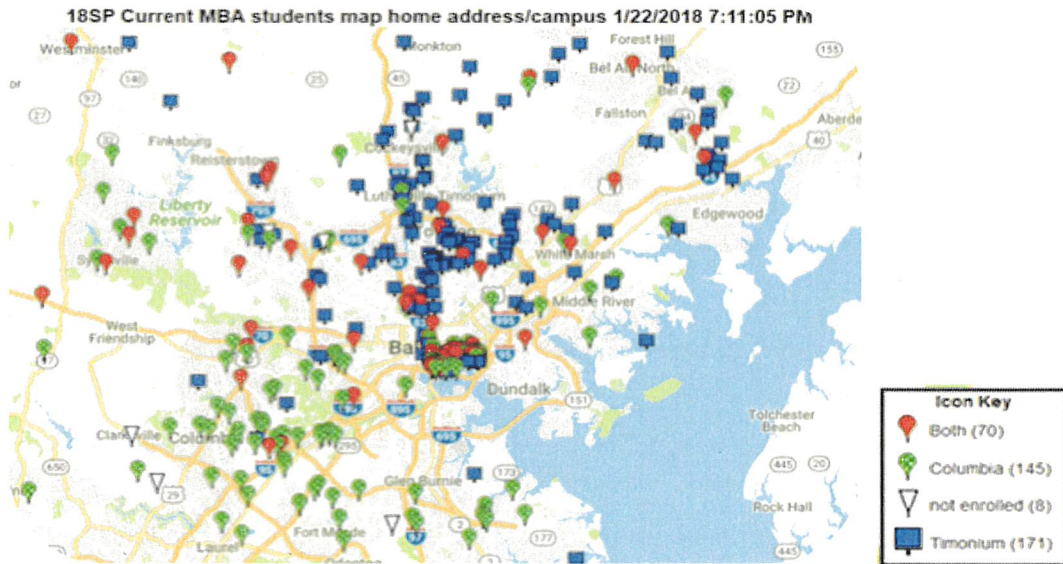


Figure 1. Sellinger Heat Map – spring 2018 Loyola MBA students’ home addresses

Maryland’s Department of Labor, Licensing and Regulation Office of Workforce Information and Performance indicates that two relevant industries rank in Baltimore City’s Top 10 Growth Industries, Professional and technical services and Management of companies and enterprises. (Please see the snapshot in Appendix 4.) Market demand demonstrated by the State’s Long-Term Industry Projections for those same industries follows; additional workforce projections that were previously shared in the proposal are included in Appendix 5.

Table 1. Maryland Long Term Industry Projections (2016-2026)

Industry Title	2016	2026	Change	Percent Change
Management of companies and enterprises	26,048	28,118	2,070	7.9%
Professional and technical services	252,955	273,060	20,105	7.9%

Source: Maryland Department of Labor, Licensing and Regulation

Enrollment and degree trends for MBA programs in Maryland show overall growth in the last five years, but the long-term industry workforce needs exceed the supply of new MBA-degreed professionals.

Table 2. Enrollment Trends – MBA Programs in Maryland

School Name	PGM-CD	Program Name	CIP	2014	2015	2016	2017	2018
Bowie State University	50601	BUSINESS ADMINISTRATION	520101	43	34	33	26	34
Frostburg State University	50601	BUSINESS ADMINISTRATION	520201	277	275	219	176	173
Salisbury University	50601	BUSINESS ADMINISTRATION	520201	42	52	63	59	69
Towson University	50601	BUSINESS ADMINISTRATION (JOINT W/UB	520201	121	145	108	69	41
University of Baltimore	50601	BUSINESS ADMINISTRATION (JOINT W/TU	520201	352	339	418	384	410
Univ. of MD, College Park	50601	BUSINESS ADMINISTRATION	520201	924	1032	1012	1007	1051
Univ. of MD University College	50601	BUSINESS ADMINISTRATION (MBA)	520201	2126	1890	2335	2716	2627
Morgan State University	50601	BUSINESS ADMINISTRATION	520201	116	128	99	67	58
Capitol Technology University	50601	BUSINESS ADMINISTRATION (MBA)	520201	26	29	20	16	8
Hood College	50601	BUSINESS ADMINISTRATION	520201	150	143	124	109	94
Johns Hopkins University	50100	BUSINESS ADMINISTRATION(MBA)	520101	527	682	861	990	997
Loyola University Maryland	50601	BUSINESS ADMINISTRATION	520201	355	304	342	333	311
Mount St. Mary's University	50601	BUSINESS ADMINISTRATION	520201	210	168	149	173	150
Washington Adventist University	50600	BUSINESS ADMINISTRATION	520201	35	41	29	31	35
Totals:				5304	5262	5812	6156	6058

Table 3. Degree Trends – MBA Programs in Maryland

School Name	PGM-CD	Program Name	CIP	2014	2015	2016	2017	2018
Bowie State University	050601	BUSINESS ADMINISTRATION	520101	15	14	11	19	11
Frostburg State University	050601	BUSINESS ADMINISTRATION	520201	98	82	77	75	70
Salisbury University	050601	BUSINESS ADMINISTRATION	520201	27	30	27	40	36
Towson University	050601	BUSINESS ADMINISTRATION (JOINT W/UB	520201	13	23	11	1	34

School Name	PGM-CD	Program Name	CIP	2014	2015	2016	2017	2018
University of Baltimore	050601	BUSINESS ADMINISTRATION (JOINT W/TU)	520201	133	137	125	146	132
Univ. of MD, College Park	050601	BUSINESS ADMINISTRATION	520201	463	372	428	457	456
Univ. of MD University College	050601	BUSINESS ADMINISTRATION (MBA)	520201	1025	960	936	982	1420
Morgan State University	050601	BUSINESS ADMINISTRATION	520201	36	40	54	61	34
Capitol Technology University	050601	BUSINESS ADMINISTRATION (MBA)	520201	13	10	14	9	4
Hood College	050601	BUSINESS ADMINISTRATION	520201	34	48	45	42	32
Johns Hopkins University	050100	BUSINESS ADMINISTRATION(MBA)	520101	295	219	217	240	297
Loyola University Maryland	050601	BUSINESS ADMINISTRATION	520201	180	123	125	107	123
Mount St. Mary's University	050601	BUSINESS ADMINISTRATION	520201	94	110	94	73	67
Washington Adventist University	050600	BUSINESS ADMINISTRATION	520201	16	18	22	13	9
Totals:				2442	2186	2186	2265	2725

Response to University of Baltimore Objections

Loyola University Maryland disagrees with the University of Baltimore’s premise that a new instructional site for face-to-face and hybrid classroom instruction for eight courses of an existing part-time MBA program, that operates as a cohort-based program with enrollment caps, meets the COMAR threshold of unreasonable duplication that causes demonstrable harm to another institution’s program. The total eight courses will be offered over time to the cohort, which means that two interlaced courses designed for a cohesive experience will be taught per fall and spring semesters at the site. As the Merrick School of Business faculty point out in the letter, the University of Baltimore flexible MBA exists in several formats, including face-to-face, online, and hybrid courses, that would allow any resident or professional within the area of the Transamerica Building to pursue their program without being hindered by the presence of the Loyola part-time MBA.

Loyola’s proposal and this letter demonstrate that the Sellinger School program design is intentional in its reliance on Jesuit educational principles and proscriptive in a hybrid program design that does not allow for a menu of selections of modality. The Eduvantis market data demonstrated that a hybrid program model was most desirable for students who would choose a Loyola MBA, so the Sellinger School proceeded to design a program accordingly. The differences in the University of Baltimore and Loyola University Maryland MBA programs seem apparent to us and yet richly powerful in each of their purposes.

The University of Baltimore letter mentions MBA programs offered by the Johns Hopkins Carey School and the University of Maryland Smith School of Business. Neither of those institutions objected to Loyola's proposal.

The Sellinger School would like to make a factual correction to the tuition and fees listed in the University of Baltimore's letter. Loyola's part-time MBA tuition rate is \$995 per credit. By comparison, University of Baltimore's part-time tuition rate is \$848 per credit, according to the admission webpage. This difference in tuition rates is to the advantage of the University of Baltimore, according to our studies. The Eduvantis market study showed that those who rate program cost to be of higher importance in their decision-making about enrolling in a program, view University of Baltimore far more favorably than Loyola when considering whether a business school "has a comparatively low net cost."

The University of Baltimore letter stated that MBA enrollments are in decline nationally and in the region; however, the Maryland Higher Education Commission data show overall growth in MBA program enrollments in the state. The Loyola part-time MBA offered at the Transamerica Building will be capped at 30 enrollments per cohort, with one cohort beginning each year. Given the average class size of 19 in our existing offerings, Loyola projects 20 new students per year in the proposal. With MBA enrollment numbers of the local scale, a capped cohort class size should not present demonstrable harm to another program. Further, Loyola's presence in this location will enable us to better serve students of color in Baltimore. Loyola is deeply committed to diversity, equity and inclusion – this commitment is called out in the university's strategic plan and reinforced in the goals of the Academic Affairs division and the Sellinger School of Business. Currently, 31% of Loyola's MBA students are students of color. The Baltimore Metropolitan Council reported recently that 48-67% of Baltimore's downtown residents are non-white. The Sellinger School therefore anticipates that our downtown courses will draw a higher proportion of non-white students than Loyola's current locations do, and Sellinger plans to revise its marketing to achieve the goal of increased diversity. As well, the Sellinger School is developing systematic programs and practices to advance equity and inclusion across its graduate business programs, drawing upon insights from Loyola's multi-year engagement with Baltimore Racial Justice Action and AACSB's diversity and inclusion resource bank.

Loyola University Maryland and University of Baltimore are Collaborative

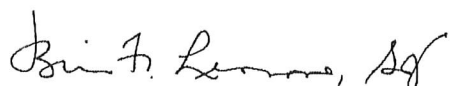
Loyola University Maryland's Center for Innovation and Entrepreneurship and the University of Baltimore's Center for Entrepreneurship and Innovation recently submitted a joint proposal to host the 2021 conference of the Global Consortium of Entrepreneurship Centers. Merrick School of Business Dean Murray Dalziel of the University of Baltimore, along with Sellinger School of Business Dean Kathleen A. Getz of Loyola, signed a joint letter of support for the proposal, and the presidents prepared individual letters of support. Dean Getz hopes future collaboration with the Merrick School might unfold from this recent one.

Conclusion

Loyola University Maryland believes that the University of Baltimore failed to demonstrate that a new instructional site in downtown Baltimore unreasonably duplicates programs or causes demonstrable harm to other institutions. Loyola's proposal is part of a larger effort toward programmatic innovation and renewal to enhance the quality of our business programs and to meet the needs of our students, the Baltimore business community, and the city. The plan fits the Sellinger School's strategic plan, aligns with the university's strategic goals, supports the State Plan, and fits a compelling need shown by market data from Eduvantis and the state's workforce and academic enrollment and degree trends data.

Loyola recognizes the strengths of all the existing MBA programs in Maryland and believes that robust offerings in Baltimore City serve students and the business community well. The addition of a classroom space for the one MBA offered out of a Jesuit education tradition enhances the diversity of the offerings available to residents and professionals in the city. The university is not alone in this stance, so we have attached letters of support from local business community members. We ask the Secretary to approve the Loyola proposal, as it does not meet the threshold of unreasonable program duplication that causes demonstrable harm to another institution.

Sincerely,



Rev. Brian F. Linnane, S.J.
President

BL/tf

cc:

Ms. Tina Bjarekull, President, MICUA
Dr. Jennifer Frank, Vice President of Academic Affairs, MICUA
Dr. Emily Dow, Assistant Secretary for Academic Affairs, MHEC
Ms. Karen King-Sheridan, Associate Director of Collegiate Affairs, MHEC
Dr. Amanda Thomas, Provost and Vice President for Academic Affairs, Loyola University Maryland

Appendices

- Appendix 1: Syllabus excerpt – *What makes Loyola University different?*
- Appendix 2: Admission Requirements Comparison
- Appendix 3: Course Descriptions of the Loyola and UB MBA programs
- Appendix 4: DLLR OWIP – Baltimore City Market Need
- Appendix 5: Workforce Projections
- Appendix 6: Letters of support from local firms and companies (Brown Advisory; Chesapeake Corporate Advisors; Gallagher Evelius & Jones LLP; Gordon Feinblatt LLC; RSM US LLP; and The Whiting-Turner Contracting Company)

Appendix 1: GB 703 Syllabus Excerpt—What makes Loyola University different?

The difference is the Jesuit educational philosophy. Here's how that philosophy influences and enhances this course.

Concern for the World

The Jesuit philosophy affirms the goodness of the world and encourages a realistic knowledge of our society. In practical terms, this means that we do not restrict ourselves to text material. We are responsible for keeping abreast of current affairs. To help us relate what is going on in the world with course content, lectures and assignments will include critical analysis of current materials from the practitioner world.

Concern for Critical Thinking

In Jesuit education, particular care is given to developing the imaginative, the affective, and the creative dimensions of the student as well as the development of logic through argument and counter-argument. This means, whatever the course subject matter, there will always be room for the subjective, the opinion, and the intuition. In this course, you are encouraged and expected to question assumptions and assertions.

Emphasis on Communication Skills

A Jesuit education prepares students for active participation in their businesses and communities. Full participation is impossible without well-exercised skills in written and oral communication. Course assignments will include opportunities to practice and improve your communication skills.

Concern for Ethics and Values

Jesuit education is value-oriented; it does not take place in an ethical vacuum. This means much more than the obvious proscription of plagiarism, cheating, and similar academic dishonesty. It means that, whenever possible, the ethical implications of course material or relevant situations will be raised and discussed.

Emphasis on Cooperation and Caring

Jesuit education seeks to form "men and women for others". That is, individual gifts are to be developed for the community. To promote cooperation with and caring for one another, part of this course is structured around small group activity. Students will have an opportunity to practice dispute resolution, contribution, interdependence, and leadership/followership in small groups.

Concern for the Individual

The primary hallmark of a Jesuit education is *cura personalis*, individual care and concern for each person. We all succeed if we work to create an environment where everyone's learning is enhanced.

Reflection

Finally, I regularly hear from graduate students that the differentiator in a Loyola degree is learning to practice the art of reflection in decision making. To be a reflective leader is to be a thoughtful leader who adds value to the world by seeking the course of action that maximizes stakeholder value in the long run. We will have ample opportunity to practice reflection in this course.

Appendix 2: Admission Requirements Comparison

MBA Admissions Requirements and Tuition

Program	GMAT Score	GMAT Waivable	App Fee	Letters of Recommendation	Personal Essay	GPA	Transcripts	TOEFL/IELTS	Work Experience	Tuition per credit	Other
Loyola	500+	Yes, if have one of the following-terminal degree, masters with 3.25+ GPA, 3.4+ GPA from undergraduate degree, min 3 years full-time work experience	\$60	1	Yes, and Resume	3.0	Scanned or mailed to Admissions	Min 80 or 7.0	2+ years	\$995	Three start terms available for Fall, Spring, Summer
UB	550-700+	Yes, if have one of the following-advanced degree completed, 3.0+ GPA from AACSB Business program, 5+ years work experience, interview with Program Director	\$50	1	Yes, and Resume	2.5+	Scanned or mailed to Admissions	Min 70 or 6.0	5+ avg	<u>State:</u> \$840 <u>OOS:</u> \$1,172	Can have all business foundation courses waived with 3.0+ GPA, bachelors from AACSB school within last 5 years, C+ grade in each course

Loyola University Maryland
MBA Program Requirements and Specialization Options

MBA		
Required Core Courses		
Course Number	Course Title	Course Description
GB 700	Business Ethics and Corporate Social Responsibility (3 credits)	(3.00 cr.) This course has two primary objectives: to provide a practical, action-oriented approach to business ethics that helps individuals who work in corporations and organizations decide what to do when they are faced with an ethical dilemma, and to explore modern corporate social responsibility-an approach to management that guides organizations beyond creating an ethical environment in the workplace. While pursuing these objectives, students study alternative perspectives on a wide range of contemporary business issues through readings and case studies. Ultimately, students see the extent to which ethics and moral and social responsibilities are intertwined.
GB 701	Operations and Process Strategies (3 credits)	(3.00 cr.) Prerequisite: GB 707, GB 715. Focuses on how operations can be used for competitive advantage in today's world by improving the use of an organization's resources. Frameworks are provided by linking business processes, metrics, best practices, and technologies to add value for the ultimate customer of the firm. Topics cover enterprise decisions related to both product and service companies such as process mapping, value stream mapping, quality management, lean philosophy, continuous process improvement, inventory control, waiting line management, and capacity management. Pedagogical methods include lectures, simulations, cases, and projects. Students develop competencies in process analysis, value stream mapping, inventory control, and queuing management.

MBA

Required Core Courses

Course Number	Course Title	Course Description
GB 702	Marketing Strategy (3 credits)	(3.00 cr.) <i>Prerequisite: GB 600 or GB 715, GB 611 or GB 707.</i> Explores marketing's role in creating value for the firm and its stakeholders in a global environment. Using analytical tools for decision making, students evaluate and formulate a marketing strategy across the product life cycle and in various levels of competitive intensity. Key topics include environmental analysis, marketing mix (product, price, promotion, and distribution strategy), segmentation, targeting, and positioning.
GB 703	Financial Strategy (3 credits)	(3.00 cr.) <i>Prerequisite: GB 600 or GB 715; GB 611 or GB 707; GB 613 and GB 615, or GB 706.</i> Introduces students to financial theories and applications within the corporate context. The course is intended to develop financial analysis skills; provide a strategic orientation toward problem solving; introduce students to the types of decisions faced by financial managers; and provide an understanding of valuation and the linkage between managerial decisions and firm value.
GB 704	Information Technology and Strategy (3 credits)	(3.00 cr.) Provides a strategic management approach to developing and sustaining competitive advantage using information and information technology in the organization. Topics include alignment of technology with management and organization goals; business value of technology; enterprise resource planning; customer relationship management; social technologies such as LinkedIn and Facebook; digital business; big data technologies; technology innovations; distributed co-creation, mobile technologies; the growing "Internet of Things"; "Big Data"; e-government and public good; cyber security issues; and ethical and legal issues in technology. Students gain a strong information technology knowledge set and an appreciation for information systems as process enablers, change agents, and strategic facilitators using web-based systems.

MBA
Required Core Courses

Course Number	Course Title	Course Description
GB 705	Leading and Managing People (3 credits)	(3.00 cr.) Develops skills and knowledge for leading and managing people at work for personal efficacy and organizational effectiveness. Themes include adding value, managing people and performance, designing jobs and reward systems, and creating innovative cultures. Topics include values and vision, personality and decision making, intrinsic and extrinsic motivation, goals and rewards, power and influence, innovation and adaptation, and ethics. Pedagogical methods include lectures, case studies, group exercises and decisions, and class discussion.
GB 706	Accounting for Decision Making (3 credits)	(3.00 cr.) Focuses on the use of accounting information by management in making strategic managerial decisions. Topics include costing systems; cost-volume-profit analysis; budgeting and control systems; relevant cost and decision making; performance evaluation; and strategic cost management. The practical application of managerial accounting techniques in planning and control activities is emphasized.
GB 707	Managerial Economics (3 credits)	(3.00 cr.) Combines theory and practice in using economics for making profitable business decisions. Theory includes demand and cost analysis of the firm, as well as competitive market situation analysis. This course also incorporates topics surrounding how the firm is impacted by the macroeconomic environment, including theories of the business cycle, economic growth, and international trade and finance. In addition to theory, there is practical application of the tools discussed. Quantitative techniques for managers are also covered as appropriate, and the course provides a basic understanding of how to use economic data in the business environment.

MBA

Required Core Courses

Course Number	Course Title	Course Description
GB 709	Strategic Management (3 credits)	(3.00 cr.) Prerequisite: GB 600 or GB 715; GB 611 or GB 707; GB 612 or GB 711; GB 613 and GB 615, or GB 706; GB 617 or GB 716; GB 700, GB 701, GB 702, GB 703, GB 704, GB 705. Develops general management insights and exposes students to a variety of perspectives, approaches, and tools for the conduct of strategic management. Through completion of strategic analyses and a strategic audit, students develop their capacities to describe, apply, and draw and defend conclusions from strategic analysis tools; summarize, present, and discuss strategic topics and issues; and identify, understand, analyze, and evaluate the strategies of businesses. Typically taken in last semester. Must be taken within last six credits of program.
GB 711	Communicating in the Legal Regulatory Environment of Business (3 credits)	(3.00 cr.) Examines the legal and regulatory controls that define, promote, and limit business activities. A wide range of important legal topics are covered, including legal process and dispute resolution; agency law; corporate governance; securities law; product liability; employment law; and the global implications for each of these areas of law. The course may also cover specialized topics, such as intellectual property and environmental protection. Moreover, this course is designed to develop critical communication skills through written and oral presentation assignments related to the study of the legal environment of business. Students emerge from this course with an understanding of the complicated legal and regulatory environment in which they operate, as well as with the skills necessary to consistently plan, create, and deliver effective written and oral business communications.

MBA
Required Core Courses

Course Number	Course Title	Course Description
GB 715	Applied Business Statistics (3 credits)	(3.00 cr.) Provides an up-to-date coverage of the relevant tools and techniques for intermediate to advanced data analysis. Statistical modeling combined with current computing power has shaped the landscape of modern business. Fields that have taken enormous advantage of this technology and grown exponentially in recent years include information driven marketing and data mining. This course stresses a hands-on approach towards understanding and applying these techniques to various business problems. Topics include data summary and presentation, advanced linear regression analysis, modeling discrete dependent variables and policy evaluation. Time series forecasting is also included. Excel and cases are used. Intermediate Excel skills required.

Students wishing to pursue a specialization within the MBA program would have two options available online (management or general business) or would have to complete other specializations on campus.

Management Specialization

(available via online delivery)

9 Credits Required

Select Three of the Following Courses:

GB 718	Entrepreneurship	(3.00 cr.) <i>Prerequisite: GB 705.</i> Develops the strategies, techniques, and attitudes for creating innovative products, processes, plans, and organizational solutions. Topics include business plan development, intrapreneurship, managing rapid and innovative organizational growth, small business management, and skills and methods unique to new and growing ventures. Deliverables may include business plan formulation.
GB 719	Independent Study	(1-3.00 cr.) <i>Prerequisite: All core courses.</i> Under the supervision of a faculty sponsor, students have an opportunity to pursue independent research projects based on a topic of mutual interest to their sponsor and themselves. <i>Independent study is an exception and must be agreed upon by a faculty sponsor, the department chair, and the Sellinger School Dean. Written or electronic permission of the instructor and the department chair. A research paper is required.</i>
GB 734	Managing Global Supply Chains	(3.00 cr.) <i>Prerequisite: GB 701, GB 704, GB 705.</i> Explores issues in setting up and managing global supply chains for both products and service companies. This course is broadly divided into three topic areas: structure and design; sourcing management; and logistics management. Topics include structure and design of global supply chains; sourcing strategy development; supplier evaluation, selection, and management; transportation management; and warehouse management
GB 735	Project Management	(3.00 cr.) <i>Prerequisite: GB 704 or GB 705.</i> Develops principles and techniques for the successful completion of projects. Students investigate the planning and execution of large, cross-functional change. New methods, programs, products, and systems are implemented with substantial human costs and scheduling and business disruption challenges. This course presents and evaluates planning, scheduling, and costing methods, examples, cases, and project success techniques to increase effectiveness. Data analytics project management is emphasized.

GB 744	New Product Development and Management	(3.00 cr.) Prerequisite: GB 702. Studies the theoretical underpinnings of new product development in a variety of industries. Students learn to describe the new product development process; identify the components of a new product development strategy; and structure their organizations to encourage creativity and innovation. Students use multivariate statistical techniques like factor analysis, cluster analysis, and conjoint analysis to evaluate the marketplace attractiveness of proposed new products. Topics include managing new product failure, technology-based product development, and accelerating new product development.
GB 769 *	Global Finance & Management Issues Affecting the EU & Beyond *	(3.00 cr.) Prerequisite: GB 703. Students study global issues impacting business operations in two very different business cultures. This course includes a classroom component and an international study tour component with site visits in Prague, Czech Republic and Berlin, Germany. <i>Fulfills the following specializations: Management, Finance, International Business. A fee is charged, amount varies.</i>
GB 772	Power, Privilege, and Professional Identity	(3.00 cr.) Prerequisite: GB 705. Today's workforce leadership is still predominantly white and male. The glass ceiling is a metaphor that describes barriers that prevent women and minorities from attaining high level positions in organizations. The barriers-both individual and organizational-that prevent particular employees from shattering the glass ceiling are examined. Readings include articles that describe legal responses to race and gender discrimination in employment; how women and men balance the demands of labor market work and family life; why white Americans are reluctant to acknowledge their privilege; ways in which privileged women oppress less privileged women; and how masculinity shapes leadership styles organizations value. Students are encouraged to develop a professional identity that acknowledges and helps remedy disparities in power and privilege.
GB 779	International Study Tour: Corporate Social Responsibility	3.00 cr.) Prerequisite: GB 700. An experiential learning course that focuses on issues of corporate social responsibility and ethics in the international arena. Students, informed by the issues of social responsibility relevant to international industries and the specific corporations visited, consider how leaders of multinational organizations take into consideration the company's local and global impacts on society and the environment. Students consider how issues of legal compliance (both United States and international) interact with principles of ethics and corporate social responsibility to establish acceptable levels of individual and corporate behavior. <i>Offered as a study tour course</i>

GB 785	Management Consulting	3.00 cr.) Prerequisite: GB 600 or GB 715; GB 611 or GB 707; GB 612 or GB 711; GB 613 and GB 615, or GB 706; GB 617 or GB 716; GB 700, GB 701, GB 702, GB 703, GB 704, GB 705. This consulting practicum requires students to: develop and hone skills in project management; develop leadership and team building insights; apply classroom concepts, tools, and frameworks to real business problems; enhance student-resume with tangible experience; and make a difference in the community where one lives and works. Students research and partner with an organization to help detect problem areas such as strategy, finance, marketing, operations, information systems, and to identify possible solutions. Student teams are responsible for a written report and formal presentation to the clients with observations, analysis, conclusions, recommendations, and proposed implementation.
GB 791	Leadership	(3.00 cr.) Prerequisite: GB 705. Develops self-awareness and insight into the interpersonal skills needed to be an effective leader. Students develop a mastery of the theory and practice of leadership in organizations. Topics include leadership research and theory, characteristics of effective leaders, leadership behaviors and styles, and recent developments in the understanding of effective, responsible, ethical leadership. Methods include team problem-solving exercises, role plays, and cases.
GB 792	Human Resources Management	(3.00 cr.) Prerequisite: GB 705. Develops student understanding regarding the flow of human resources into and through the organization, including recruitment, selection, training, performance evaluation, outplacement, intrinsic and extrinsic reward systems, teamwork, task analysis and design, and the processes by which employees influence organizational goals and operations. Methods may include lectures, case studies, and team and research projects.
GB 793	Leading Organizational Change	(3.00 cr.) Prerequisite: GB 705. Develops visionary leadership concepts as key requirements for leading change in organizations. This course also prepares students as strategists, implementers, or recipients of organizational change. Students develop an understanding of the politics of change, the creation of an organizational vision, the skills for leading and implementing change, and a sensitivity to the needs of the recipients of change. Topics include managing teams, analyzing appropriate change strategies, leading and implementing change, and developing ethical perspectives of the change process.

GB 796	International Management	(3.00 cr.) <i>Prerequisite: GB 705, GB 707, GB 716.</i> Focuses on the management of multinational enterprises across different countries and cultures. A cultural framework is initially established at both the national and organizational units of analysis. Subsequently, management issues such as strategic initiatives; international alliances; organization structure and systems; motivation; leadership; global human resources; negotiations; and organizational knowledge and learning capabilities are investigated and compared across organizational and country cultures.
GB 797	Special Topics in Management	(3.00 cr.) <i>Prerequisite: Varies with topic.</i> Students examine, understand, and develop a mastery of a current management topic. Methods may include research, cases, discussion, and team projects, papers, or presentations. <i>May be repeated for credit with different topics.</i>
GB 896	Power and Influence	(3.00 cr.) <i>Prerequisite: GB 705.</i> Develops students' understanding of organizations as political entities, where power and influence are key mechanisms for organizational performance. Topics include power and its sources, work relationships, the effective and ethical use of influence, and the nature and use power and influence have over the course of a career.
GB 897	Negotiation and Dispute Resolution	(3.00 cr.) <i>Prerequisite: GB 705, GB 707, GB 716.</i> Provides the opportunity to learn and practice negotiation methods and skills and to learn about the uses of mediation and arbitration as alternative methods of dispute resolution. Students learn to demonstrate an informed understanding of negotiation, mediation, and arbitration, including ethical issues and legal considerations relevant to them; demonstrate and explain their own negotiation and mediation skills; and identify and use relevant sources of information (print, electronic, and practitioner) to research and report on questions pertaining to negotiation, mediation, and arbitration. Negotiation and mediation exercises and invited experts are used along with lectures. Topics include positional bargaining; mutual gains bargaining; preparation for negotiation; negotiating tactics; cross-cultural negotiating; negotiating and gender; ethical and legal issues relevant to negotiating; the mediation process and role of the mediator; the arbitration process; and the use of mediation and arbitration in lieu of litigation.
<i>*Study Tour. Only one study tour course can be used to satisfy the specialization.</i>		

At this time, the following MBA specializations would only be available to students on campus.

Data Analytics Specialization 9 Credits Required		
Required Courses		
GB 730	Introduction to Data Science (3 credits)	(3.00 cr.) <i>Prerequisite: GB 704, GB 715.</i> Introduces the use of data science to provide guidance to strategic business decisions. Students learn to effectively identify, design, and implement integrated analytics solutions to business problems. Major topics include strategic decision making; the formulation of objectives; the development of alternatives; multi-objective value analysis; and simulation. Technologies considered include Descriptive, Predictive, and Prescriptive Analytics; Monte Carlo simulation; optimization models; cloud computing; Hadoop; enterprise software for decision support; and data visualization. <i>This course serves as the foundation for the data science specialization and requires some background utilizing computer programs. Same course as DS 730.</i>
GB 851	Business Intelligence and Data Mining (3 credits)	(3.00 cr.) <i>Prerequisite: GB 730.</i> Introduces students to the concepts of managerial decision making through business intelligence (BI) and data mining, as well as data mining software such as SAS Enterprise Miner™ and SAS Visual Analytics™. Students develop an understanding of the strengths and limitations of data mining techniques, and they actively engage in data mining projects applying these techniques. Broad overviews are provided to both descriptive and predictive modeling techniques including association, clustering, and prediction. The concepts of data input, data partitioning, variable selection, transformation, imputation, and model assessment (specifically lift charts and ROC curves) are presented. Students observe and participate in the entire data mining process from data acquisition to final model deployment. Managerial concepts are discussed using cases. A real-world project serves as the culmination of this sequence. <i>Same course as DS 851.</i>
And Select One of the Following Courses:		

GB 736	Data Visualization for Decision Making	3.00 cr.) <i>Prerequisite: GB 730.</i> Investigates the human processing of information and appropriate representation of data in a visual form. Data resides in many different databases and comes in a variety of forms such as structured, semi-structured, and unstructured. Making data understandable to nontechnical users requires knowledge of the best techniques for presenting data and information. This course is focused on presentation of the data and the use of data visualization techniques such as Tableau™ and SAS Visual Analytics™. <i>Same course as DS 736.</i>
GB 759	Special Topics in Management Information Systems	(3.00 cr.) <i>Prerequisite: Varies with topic.</i> Provides students with the most current readings, discussions, and experiences in the field of information systems management. Group projects, papers, and presentations may be used to share information on the topic. The particular topic will be identified in the course schedule for the semester in which the class is offered. Topics may include human-computer interface, management of the I/S function, total quality management, and IT project management. <i>May be repeated for credit with different topics.</i>

Finance Specialization

9 Credits Required

Required Courses

GB 722	Investment Analysis	(3.00 cr.) <i>Prerequisite: GB 703.</i> Provides students with an introduction to the organization and functioning of securities markets. Fundamental analysis is emphasized. Topics include bonds, equities, risk definition and measurement, return analysis, and models of valuation. Students are also introduced to the primary types of derivative securities such as options and futures.
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And Select Two of the Following Courses:

GB 719	Independent Study	(1-3.00 cr.) <i>Prerequisite: All core courses.</i> Under the supervision of a faculty sponsor, students have an opportunity to pursue independent research projects based on a topic of mutual interest to their sponsor and themselves. <i>Independent study is an exception and must be agreed upon by a faculty sponsor, the department chair, and the Sellinger School Dean. Written or electronic permission of the instructor and the department chair. A research paper is required.</i>
GB 720	Advanced Corporate Finance	(3.00 cr.) <i>Prerequisite: GB 703.</i> Builds upon students' knowledge from GB 703 and includes advanced issues in corporate finance. Topics include capital structure policy, dividend policy, long-term and short-term financing decisions, mergers and acquisitions, leasing, international dimensions, and corporate risk management
GB 721	Advanced Financial Analysis	3.00 cr.) <i>Prerequisite: GB 703.</i> Focuses on the assessment of financial performance and health of companies from the point of view of equity and credit analysts. Students learn to apply financial statement analysis, prepare pro forma financial statements, and determine the intrinsic value of a firm. Topics include analyzing financial statements, generally accepted accounting principles, forecasting financial statements, and business valuation.

GB 723	Portfolio Management	(3.00 cr.) Prerequisite: GB 722. Focuses on modern portfolio theory and how it applies to the pragmatic world by managing a portfolio under live market conditions. Students use the Internet and financial data platforms to access investment information. Students learn the theoretical concepts and pragmatic aspects of portfolio management, including international aspects, ethics, and social responsibility. Topics include portfolio construction, analysis, and evaluation; capital market theory; arbitrage pricing theory; security valuation; market efficiency; derivatives; valuation and strategy; international investing; and other investment alternatives such as real estate and collectibles. <i>Closed to students who have taken GB 828.</i>
GB 724	Financial Markets and Institutions	(3.00 cr.) Prerequisite: GB 703. Surveys money and capital markets to determine their functions and interrelations in the national economy. Examines the interaction of key institutions and monetary and fiscal policies in the financial markets. Students obtain an understanding of the global financial system including financial markets, financial institutions, the role of central banks, the interaction of monetary and fiscal policy, and regulation. The role of interest rates in the financial system, including the term structure and risk structure of rates, is also covered
GB 726	International Finance	(3.00 cr.) Prerequisite: GB 703. Focuses on the theory of the firm as applied in a global decision framework with emphasis on a detailed examination of foreign exchange markets. Students learn to apply financial analysis and decision-making techniques in an international setting. Topics include direct foreign investment; foreign exchange risk; country risk analysis; multinational debt and equity markets; reporting results to investors and tax authorities; international aspects of investment portfolios; and the ethical considerations of transcultural commerce.
GB 727	Investment Banking	(3.00 cr.) Prerequisite: GB 703. Focuses on the role of the investment bank in raising capital. Topics include the process of raising capital, initial public offerings, seasoned offerings, convertible financing, debt financing, venture capital, share repurchases, and investment research. Emphasis also is placed on the changing environment of the investment banking industry. <i>Closed to students who have taken course as a GB 825 topic.</i>
GB 769	Global Finance & Management Issues Affecting the EU & Beyond *	(3.00 cr.) Prerequisite: GB 703. Students study global issues impacting business operations in two very different business cultures. This course includes a classroom component and an international study tour component with site visits in Prague, Czech Republic and Berlin, Germany. <i>Fulfills the following specializations: Management, Finance, International Business. A fee is charged, amount varies.</i>

GB 822	Fixed Income Securities	(3.00 cr.) <i>Prerequisite: GB 722.</i> Focuses on the analysis of specific types of fixed income securities including Treasury and municipal bonds, corporate bonds, mortgage securities, and closely related instruments. Students learn how to value the various types of fixed income securities, measure and manage interest rate risk, analyze credit risk, and construct bond portfolios.
GB 823	Derivatives and Risk Management	(3.00 cr.) <i>Prerequisite: GB 722.</i> Examines derivative securities such as options, futures, forwards, and swaps. Students learn trading strategies, hedging strategies, and how to value derivative securities. Topics include derivatives markets, pricing models, stock options, interest rate derivatives, binomial option pricing, numerical procedures, and exotic options.
GB 825	Special Topics in Finance	(3.00 cr.) <i>Prerequisite: Varies with topic.</i> Addresses issues in a particular field of finance, including investments, portfolio management, derivative securities, international finance, capital markets, corporate finance, and financial institutions. Encompasses critical reviews of selected journal articles, empirical research, guest lectures, student papers, and presentations. <i>May be repeated for credit with different topics.</i>
GB 827	Valuation	(3.00 cr.) <i>Prerequisite: GB 722.</i> Teaches students to value equity securities, starting with the top-down approach and industry analysis/forecasting. Students examine valuation theory, models and applications under various circumstances such as initial public offerings, corporate restructurings, leverage buyouts, venture capital situations, and closely-held firms. Topics include the discounted cash flow techniques and valuation using alternative valuation techniques such as market-based multiples. Students learn to apply appropriate financial analysis techniques to valuation problems. Emphasis is placed on obtaining the required information necessary for valuation models from financial statements and other sources.
GB 828	Sellinger Applied Portfolio Management	(3.00 cr.) <i>Prerequisite: GB 722.</i> Provides students with actual portfolio management experience. Students serve as portfolio and investment managers charged with managing the Sellinger Applied Portfolio Fund in a manner consistent with the core goals and philosophy of the Loyola University Maryland Endowment. Students make use of financial data platforms, the Internet, and other sources of information to create, manage, and monitor this portfolio. Students apply the theoretical concepts and pragmatic aspects of portfolio management, including international aspects, ethics, and social responsibility. Topics include asset valuation, constrained setting asset allocation, asset selection, risk management, and performance evaluation. <i>Closed to students who have taken GB 723.</i>

Information Systems Specialization

9 Credits Required

Select Three of the Following Courses:

GB 719	Independent Study	(1-3.00 cr.) <i>Prerequisite: All core courses.</i> Under the supervision of a faculty sponsor, students have an opportunity to pursue independent research projects based on a topic of mutual interest to their sponsor and themselves. <i>Independent study is an exception and must be agreed upon by a faculty sponsor, the department chair, and the Sellinger School Dean. Written or electronic permission of the instructor and the department chair. A research paper is required.</i>
GB 730	Introduction to Data Science	(3.00 cr.) <i>Prerequisite: GB 704, GB 715.</i> Introduces the use of data science to provide guidance to strategic business decisions. Students learn to effectively identify, design, and implement integrated analytics solutions to business problems. Major topics include strategic decision making; the formulation of objectives; the development of alternatives; multi-objective value analysis; and simulation. Technologies considered include Descriptive, Predictive, and Prescriptive Analytics; Monte Carlo simulation; optimization models; cloud computing; Hadoop; enterprise software for decision support; and data visualization. <i>This course serves as the foundation for the data science specialization and requires some background utilizing computer programs. Same course as DS 730.</i>
GB 732	Data Management and Governance	(3.00 cr.) <i>Prerequisite: GB 704.</i> Theoretical and practical foundations of data management and data governance that include review of issues and policies surrounding design, analysis, implementation, and use. Privacy, ethical and global issues are discussed. Topics include data valuation, information life cycle management, e-discovery, data storage, data deduplication, and disaster recovery. Case studies are used throughout the course.
GB 733	Enterprise Systems	(3.00 cr.) <i>Prerequisite: GB 701.</i> Theoretical and practical foundations of enterprise systems that include review of issues surrounding design, analysis, implementation, and use. Comparison of Hadoop with data warehouse technologies is discussed. Lecture material is combined with hands-on projects utilizing SAP. The course concludes with a real case study involving data from multiple sources using different formats and containing data quality problems.

GB 734	Managing Global Supply Chains	(3.00 cr.) <i>Prerequisite: GB 701, GB 704, GB 705.</i> Explores issues in setting up and managing global supply chains for both products and service companies. This course is broadly divided into three topic areas: structure and design; sourcing management; and logistics management. Topics include structure and design of global supply chains; sourcing strategy development; supplier evaluation, selection, and management; transportation management; and warehouse management.
GB 735	Project Management	(3.00 cr.) <i>Prerequisite: GB 704 or GB 705.</i> Develops principles and techniques for the successful completion of projects. Students investigate the planning and execution of large, cross-functional change. New methods, programs, products, and systems are implemented with substantial human costs and scheduling and business disruption challenges. This course presents and evaluates planning, scheduling, and costing methods, examples, cases, and project success techniques to increase effectiveness. Data analytics project management is emphasized.
GB 736	Data Visualization for Decision Making	(3.00 cr.) <i>Prerequisite: GB 730.</i> Investigates the human processing of information and appropriate representation of data in a visual form. Data resides in many different databases and comes in a variety of forms such as structured, semi-structured, and unstructured. Making data understandable to nontechnical users requires knowledge of the best techniques for presenting data and information. This course is focused on presentation of the data and the use of data visualization techniques such as Tableau™ and SAS Visual Analytics™. <i>Same course as DS 736.</i>
GB 753	Legal, Ethical, and Global Perspectives of Cyber Security	(3.00 cr.) Introduces the ethical and legal considerations of digital property. Covers the evolution of related statutes and case law, as well as how ethical and legal norms differ. Topics include legal and regulatory policies, evidence procedures, global differences in legal protection, privacy policy, digital property rights, the impact of new technologies, and global cultural norms. <i>(Spring only)</i>

GB 754	Introduction to Cyber Security Strategy	(3.00 cr.) Surveys the current concepts and trends in cyber security for managers and policy makers. Provides students with the foundation for assessing risk frameworks associated with inter-organizational and external breaches of security, setting up an IT security organization, system development considerations, and technical issues. Uses readings, lectures, discussions, and exercises to promote understanding of securing information in distributed and global environments. Topics include strategy, business continuity, legal issues, risk management, disaster preparedness/recovery, training and awareness, policies and procedures, physical security, public key infrastructure and encryption, industrial espionage, privacy, and software licensure compliance. <i>(Spring only)</i>
GB 757	Cyber Security and Organizational Strategy	(3.00 cr.) <i>Prerequisite: GB 754.</i> Introduces the high-level tasks that would be the direct responsibility of a senior C-level executive. Topics include positioning, goals, methodology, architecture framework, metrics for evaluating program effectiveness, and the relationship to other information technology disciplines. Students apply systems thinking while working through a real-world, hands-on project creating a risk assessment and policy document for a business process. <i>(Fall only)</i>
GB 759	Special Topics in Management Information Systems	(3.00 cr.) <i>Prerequisite: Varies with topic.</i> Provides students with the most current readings, discussions, and experiences in the field of information systems management. Group projects, papers, and presentations may be used to share information on the topic. The particular topic will be identified in the course schedule for the semester in which the class is offered. Topics may include human-computer interface, management of the I/S function, total quality management, and IT project management. <i>May be repeated for credit with different topics</i>
GB 850	Global Information Systems	(3.00 cr.) <i>Prerequisite: GB 704.</i> Investigates the critical coordination, control, and communication involved with doing business on a global scale and the role of technology. Covers operational issues, technology issues such as IT standards, law, cultural differences affecting use, outsourcing, and politics surrounding data management and telecommunications.

GB 851	Business Intelligence and Data Mining	<p>(3.00 cr.) <i>Prerequisite: GB 730.</i> Introduces students to the concepts of managerial decision making through business intelligence (BI) and data mining, as well as data mining software such as SAS Enterprise Miner™ and SAS Visual Analytics™. Students develop an understanding of the strengths and limitations of data mining techniques, and they actively engage in data mining projects applying these techniques. Broad overviews are provided to both descriptive and predictive modeling techniques including association, clustering, and prediction. The concepts of data input, data partitioning, variable selection, transformation, imputation, and model assessment (specifically lift charts and ROC curves) are presented. Students observe and participate in the entire data mining process from data acquisition to final model deployment. Managerial concepts are discussed using cases. A real-world project serves as the culmination of this sequence. <i>Same course as DS 851.</i></p>
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International Business Specialization

9 Credits Required

Required Courses:

GB 796 or GB798	International Management * <i>or</i> Global Strategy	<p>(3.00 cr.) <i>Prerequisite: GB 705, GB 707, GB 716.</i> Focuses on the management of multinational enterprises across different countries and cultures. A cultural framework is initially established at both the national and organizational units of analysis. Subsequently, management issues such as strategic initiatives; international alliances; organization structure and systems; motivation; leadership; global human resources; negotiations; and organizational knowledge and learning capabilities are investigated and compared across organizational and country cultures.</p> <p>Or</p> <p>(3.00 cr.) <i>Prerequisite: GB 705.</i> Focuses on the international dimensions of strategy and provides a framework for formulating strategies in an increasingly complex and global world. All aspects of international business are incorporated to enable managers to develop, implement, and evaluate a global strategy for domestic organizations going international for the first time or for the ongoing multinational corporation. Specific industries or regions may be selected for study. Global strategy literature is reviewed. The course consists of lectures, case studies, and team assignments.</p>
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And Select Two of the Following Courses:

GB 719	Independent Study	<p>(1-3.00 cr.) <i>Prerequisite: All core courses.</i> Under the supervision of a faculty sponsor, students have an opportunity to pursue independent research projects based on a topic of mutual interest to their sponsor and themselves. <i>Independent study is an exception and must be agreed upon by a faculty sponsor, the department chair, and the Sellinger School Dean. Written or electronic permission of the instructor and the department chair. A research paper is required.</i></p>
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GB 726	International Finance	(3.00 cr.) Prerequisite: GB 703. Focuses on the theory of the firm as applied in a global decision framework with emphasis on a detailed examination of foreign exchange markets. Students learn to apply financial analysis and decision-making techniques in an international setting. Topics include direct foreign investment; foreign exchange risk; country risk analysis; multinational debt and equity markets; reporting results to investors and tax authorities; international aspects of investment portfolios; and the ethical considerations of transcultural commerce.
GB 734	Managing Global Supply Chains	(3.00 cr.) Prerequisite: GB 701, GB 704, GB 705. Explores issues in setting up and managing global supply chains for both products and service companies. This course is broadly divided into three topic areas: structure and design; sourcing management; and logistics management. Topics include structure and design of global supply chains; sourcing strategy development; supplier evaluation, selection, and management; transportation management; and warehouse management
GB 748 *	International Marketing *	(3.00 cr.) Prerequisite: GB 702. Focuses on the application of marketing concepts and principles to international markets. Students learn to evaluate the international marketing environment, and to identify adaptations in data collection/analysis, product, price, promotion, and distribution. <i>Offered as a study tour course.</i>
GB 769 *	Global Finance & Management Issues Affecting the EU & Beyond *	(3.00 cr.) Prerequisite: GB 703. Students study global issues impacting business operations in two very different business cultures. This course includes a classroom component and an international study tour component with site visits in Prague, Czech Republic and Berlin, Germany. <i>Fulfills the following specializations: Management, Finance, International Business. A fee is charged, amount varies</i>
GB 779	International Study Tour: Corporate Social Responsibility	(3.00 cr.) Prerequisite: GB 700. An experiential learning course that focuses on issues of corporate social responsibility and ethics in the international arena. Students, informed by the issues of social responsibility relevant to international industries and the specific corporations visited, consider how leaders of multinational organizations take into consideration the company's local and global impacts on society and the environment. Students consider how issues of legal compliance (both United States and international) interact with principles of ethics and corporate social responsibility to establish acceptable levels of individual and corporate behavior. <i>Offered as a study tour course.</i>

GB 795 *	Special Topics in International Business *	3.00 cr.) Prerequisite: Varies with topic. Explores the international business environment, management practices, and specific problems facing managers conducting business in more than one cultural context. Readings, discussions, group projects, and presentations may be used to share information on the topic. <i>May be repeated for credit with different topics.</i>
GB 850	Global Information Systems	(3.00 cr.) Prerequisite: GB 704. Investigates the critical coordination, control, and communication involved with doing business on a global scale and the role of technology. Covers operational issues, technology issues such as IT standards, law, cultural differences affecting use, outsourcing, and politics surrounding data management and telecommunications.
GB 894	Advanced Topics in International Trade, Finance, and Investment	(3.00 cr.) Prerequisite: GB 705. An in-depth exploration of the impact of international trade, finance, and investment on global business; in particular, how firms influence the formation of government policy in the above areas and, in turn, how government policies influence the decisions of global business firms. Field Trip A field trip to the World Bank, IMF, and/or other governmental agencies is included.
* Study Tour. Only one study tour course can be used to satisfy the specialization		

Investments and Applied Portfolio Management Specialization

9 Credits Required

Required Courses:

GB 722	Investment Analysis	(3.00 cr.) <i>Prerequisite: GB 703.</i> Provides students with an introduction to the organization and functioning of securities markets. Fundamental analysis is emphasized. Topics include bonds, equities, risk definition and measurement, return analysis, and models of valuation. Students are also introduced to the primary types of derivative securities such as options and futures
GB 724	Financial Markets and Institutions	(3.00 cr.) <i>Prerequisite: GB 703.</i> Surveys money and capital markets to determine their functions and interrelations in the national economy. Examines the interaction of key institutions and monetary and fiscal policies in the financial markets. Students obtain an understanding of the global financial system including financial markets, financial institutions, the role of central banks, the interaction of monetary and fiscal policy, and regulation. The role of interest rates in the financial system, including the term structure and risk structure of rates, is also covered.
GB 828	Sellinger Applied Portfolio Management	(3.00 cr.) <i>Prerequisite: GB 722.</i> Provides students with actual portfolio management experience. Students serve as portfolio and investment managers charged with managing the Sellinger Applied Portfolio Fund in a manner consistent with the core goals and philosophy of the Loyola University Maryland Endowment. Students make use of financial data platforms, the Internet, and other sources of information to create, manage, and monitor this portfolio. Students apply the theoretical concepts and pragmatic aspects of portfolio management, including international aspects, ethics, and social responsibility. Topics include asset valuation, constrained setting asset allocation, asset selection, risk management, and performance evaluation. <i>Closed to students who have taken GB 723.</i>

Marketing Specialization

9 Credits Required

Select three of the following courses:

GB 719	Independent Study	(1-3.00 cr.) <i>Prerequisite: All core courses.</i> Under the supervision of a faculty sponsor, students have an opportunity to pursue independent research projects based on a topic of mutual interest to their sponsor and themselves. <i>Independent study is an exception and must be agreed upon by a faculty sponsor, the department chair, and the Sellinger School Dean. Written or electronic permission of the instructor and the department chair. A research paper is required.</i>
GB 741	Consumer Behavior	(3.00 cr.) <i>Prerequisite: GB 702.</i> The primary goal of marketing is to satisfy customer needs. This issue is approached with a focus on the end consumer (i.e., business-to-consumer) by digging deep to understand consumer behaviors, perspectives, preferences, choices, and more. By meaningfully examining consumers, business is better able to craft strategies to serve them. Taking a social science-primarily psychology-based-approach to comprehending consumers, the course covers recent and groundbreaking work in consumer research to apply it to insights for business practice. A select but broad range of topics is covered.
GB 743	Services Marketing and Management	(3.00 cr.) <i>Prerequisite: GB 702.</i> Examines current approaches to services marketing and management. A central tenet of this course is that industries like finance, hospitality, and healthcare pose unique challenges and require distinctive marketing and management strategies. While traditional marketing management concepts and models are applicable, they must be adapted for the services sector. This course discusses how thinking around the traditional four P's of marketing (product, place, price, and promotion) needs to be modified for services. Services require that close attention be paid to operational and human resources management. Thus, three additional P's of process, people, and physical environment will be discussed as well as service quality, customer satisfaction/loyalty, and the use of culture for competitive advantage. <i>Serves as an elective for both Management and Marketing specializations</i>

GB 744	New Product Development and Management	(3.00 cr.) Prerequisite: GB 702. Studies the theoretical underpinnings of new product development in a variety of industries. Students learn to describe the new product development process; identify the components of a new product development strategy; and structure their organizations to encourage creativity and innovation. Students use multivariate statistical techniques like factor analysis, cluster analysis, and conjoint analysis to evaluate the marketplace attractiveness of proposed new products. Topics include managing new product failure, technology-based product development, and accelerating new product development.
GB 746	Strategies for Marketing Communication	(3.00 cr.) Prerequisite: GB 702. Examines the components of marketing communications. Students learn to put an integrated marketing program into practice to address the diverse marketplace with a customer orientation. Topics include planning the communications program; capturing imagination in creative execution; measuring consumer response; overcoming barriers; and analyzing case histories.
GB 747	Special Topics in Marketing	3.00 cr.) Prerequisite: GB 702. Provides an opportunity for the student to conduct intensive study and/or research in a selected industry or of a contemporary marketing topic. Readings, discussions, projects, and presentations are core components. Topics may include marketing research, marketing and social media, sales management, and customer experience management. <i>May be repeated for credit with different topics.</i>
GB 748 *	International Marketing *	(3.00 cr.) Prerequisite: GB 702. Focuses on the application of marketing concepts and principles to international markets. Students learn to evaluate the international marketing environment, and to identify adaptations in data collection/analysis, product, price, promotion, and distribution. <i>Offered as a study tour course</i>
GB 749 *	Customer Experience Management: The Disney Study Tour *	(3.00 cr.) Prerequisite: GB 702. Students examine Customer Experience Management (CXM). Considered the new battlefield for business, CXM deals with how businesses design and manage their touchpoints with customers. The goal is to not only satisfy customers at one touchpoint, but to delight and excite them throughout their entire experience journey. As a result, customers may become repeat patrons and active advocates for the brand. The course consists of classes at Loyola followed by a study tour at Walt Disney World (Orlando) - a world leader in CXM. At Disney, students get a first-hand and behind-the-scenes look at CXM and are taught by Disney professionals. <i>Offered as a study tour course. Serves as an elective for both Management and Marketing specializations. A fee is charged, amount varies.</i>
*Study Tour. Only one study tour course can be used to satisfy the specialization.		

University of Baltimore

Foundation Courses (0-12 Credits)

Up to 12 Foundation Credits maybe waived. Please speak with your advisor.

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
ACCT 505	Accounting Essentials Prerequisite: Graduate Standing	1.5	Introduces students to the basics of corporate financial reporting and financial statement analysis from the manager's perspective. Emphasizes the analysis of financial statements and provides an overview of U.S. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) rules for most critical accounting items. prerequisite: graduate standing
ECON 505	Micro Economics Prerequisite: Graduate Standing	1.5	Covers comparative advantage, supply and demand, elasticity, opportunity cost, competition and monopoly, and externalities. Emphasizes understanding concepts that are useful in making effective choices in a variety of economic and managerial situations. prerequisite: graduate standing
ECON 506	Macro Economics Prerequisite: Graduate Standing	1.5	Covers economic growth, monetary and fiscal policy, inflation and unemployment. Emphasizes understanding concepts, such as Federal Reserve policy, that are useful for managerial decision-making. prerequisite: graduate standing
FIN 505	Essentials of Finance	1.5	Provides introductory-level coverage of financial management. Topics include overview of financial markets, financial statement analysis, time value of money, risk-return tradeoff, security pricing and valuation, and capital budgeting decision tools.
MKTG 505	Marketing Essentials Prerequisite: Graduate Standing	1.5	Covers concepts, processes and institutions necessary for effective marketing of goods and services, including analyses of market opportunities, buyer behavior, product planning, pricing, promotion and distribution. prerequisite: graduate standing
OPM 505	Introduction to Operations Management Prerequisite: Graduate Standing	1.5	Overview of the concepts and tools used for the creation and delivery of goods and services. Describes the role of effective operations management for organizational success and competitiveness. Demonstrates approaches for improving quality, productivity, customer service and overall performance. prerequisite: graduate standing

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
OPRE 505	Fundamentals of Statistics Prerequisite: Graduate Standing	1.5	Emphasizes applications of descriptive statistics in business. Topics include basic probability concepts, summary measures of location and dispersion, discrete and continuous probability distributions, sampling distribution of mean, and introductions to confidence interval estimation and hypothesis testing. Excel-based software is used for computer implementation. prerequisite: graduate standing
OPRE 506	Managerial Statistics Prerequisite: OPRE 505	1.5	Emphasizes applications of inferential statistics in business. Topics include confidence interval estimation, hypothesis testing, analysis of variance, simple linear regression and an introduction to multiple regression. Excel-based software is used for computer implementation. prerequisite: OPRE 505

Required Core Courses

All students in the MBA program take these Required Core Courses

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
ACCT 605	Performance Management and Accounting Controls Prerequisites: ACCT 505 or equivalent.	3	Focuses on how managers can use accounting information in the budgeting process to assist them in planning, controlling and making decisions. Introduces students to internal controls, corporate governance and enterprise risk management. Prerequisites: ACCT 505 or equivalent.
ECON 605	Business and Public Policy in a Global Economy Prerequisites: ECON 505 and ECON 506.	1.5	This course uses an economic framework to analyze and evaluate public policy issues that may affect businesses. Ethical and managerial implications are integrated. Applications of the framework include globalization, environmental, and health care issues. prerequisite: ECON 505 and ECON 506
ENTR 605	Creativity and the Entrepreneurial Mindset Prerequisite: Graduate Standing.	1.5	Focuses on personal and organizational creativity and enables students to recognize and develop creative abilities in organizations. Includes a final team-based new product pitch that allows students to apply creativity in a business context. prerequisite: graduate standing
FIN 605	Financial Management Prerequisites: FIN 505 or with permission.	1.5	The course provides intermediate-level coverage of topics in financial statements and their analysis, financial forecasting, security risk and pricing and capital budgeting. The course is designed to build on the basic skills acquired in introductory finance courses. Prerequisites: FIN 505 or permission of MBA program director
INSS 605	IT for Business Transformation Prerequisite: Graduate Standing	1.5	Examines the key roles that information systems and technologies play in the current business environment as well as the disruptive and innovative nature of information systems in promoting the fundamental transformation of industries, businesses and society. Covers current major issues in the field of management of information systems, such as social computing, cybersecurity, big data and mobile technologies. Prerequisites: graduate standing.

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
MGMT 605	Leading with Integrity Prerequisite: Graduate Standing	1.5	Focuses on leadership, integrity and core management principles. Provides an overview of concepts and practices essential to managerial effectiveness, including developing a vision for the organization in a complex business environment, setting objectives, planning, motivating others, managing for results, and a grounding in ethics at the individual and organizational level. prerequisite: graduate standing
MKTG 605	Marketing Strategy Prerequisites: MKTG 504 or MKTG 505, or with permission.	1.5	Explores the role of marketing in creating value for the firm and its stakeholders and examines market strategy in the context of a dynamic external environment. prerequisite: MKTG 504 or MKTG 505 or permission of the M.B.A. program director
OPRE 605	Business Analytics Prerequisites: OPRE 504 or OPRE 505 and OPRE 506, or with permission.	1.5	Explores business analytics and its applications to management decision-making for a range of business situations. Covers problem structuring; big data; data mining; optimization; computer simulation; decision analysis; and predictive modeling. prerequisite: OPRE 504 or OPRE 505 and OPRE 506 or equivalent or permission of the M.B.A. program director.

Flexible Core Courses (9 credits)

Are you more the **corporate type** or do you have an **entrepreneurial mindset**?

These Flexible Core Courses can be tailored to fit your career goals.

FIN 615	Entrepreneurial Finance Prerequisites: FIN 605 or with permission.	1.5	Provides intermediate-level coverage of topics in venture capital and private equity, asset allocation, security risk and pricing, decision-making and nonpublic corporate finance. prerequisite: FIN 605
FIN 625	Corporate Finance Prerequisite: FIN 605	1.5	Provides advanced-level coverage of capital budgeting and intermediate-level coverage of topics in asset pricing, capital structure, dividend policy, and derivative instruments such as options and futures. prerequisite: FIN 605
MGMT 615	Managing in a Dynamic Environment Prerequisites: MGMT 605 or MGMT 600	3	Covers the processes and necessary skills for leading and managing people in organizations that compete in dynamic environments. Emphasizes leading and motivating diverse employee populations in global organizations, and human resource management issues, including evaluation, rewards, and employment law. prerequisite: MGMT 605 or MGMT 600
MGMT 625	Collaboration, Negotiation and Conflict Management Prerequisites: MGMT 605 or MGMT 600	3	Addresses negotiation skills and the capacity to effectively resolve conflicts. Students apply theory and research to the practice of negotiation and conflict management through practical, hands-on experience including simple buyer-seller bargaining; labor-management negotiations; impasse resolution; and complex, multiparty, multiissue negotiations. prerequisite: MGMT 605 or MGMT 600
MKTG 615	Entrepreneurial Marketing Prerequisite: MKTG 615	1.5	Emphasizes market opportunity analysis, product development, creation and formulations of strategic positioning, pricing feasibility, channel strategies and promotion with limited resources in entrepreneurial and intrapreneurial settings. prerequisite: MKTG 605
MKTG 625	Customers and Markets Prerequisite: MKTG 605	1.5	Focuses on choosing customers and markets through data analysis, building customer loyalty and communicating to current and potential customers in B2C, B2B and nonprofit organizations. prerequisite: MKTG 605

OPM 615	Innovation and Project Management Prerequisites: OPM 505 or MGMT 506	3	Covers the essentials of innovation and project management from project selection through implementation, monitoring, control and termination. Topics covered include: product/process innovation, project identification, risk and uncertainty in project management, project planning and budgeting, selecting the project team, resource allocation, implementation and control, and project evaluation and termination. prerequisite: OPM 505 or permission of instructor.
OPM 625	Operations and Supply Chain Management Prerequisites: OPM 505 or MGMT 506	3	Provides in-depth coverage of the concepts, techniques and tools used to design, create, control and improve manufacturing and services operations. Topics covered include: operations strategy, quality management, high- and low-contact services, forecasting, smart pricing, procurement, global supply chains, sustainability in manufacturing and services, aggregate sales and operations planning, inventory control and operations scheduling. prerequisite: OPM 505 or MGMT 506

Capstone Course (3 Credits)

You are close to graduating. It's time to step up your game with the experiential Capstone Course.

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
MGMT 790	Strategic Management Capstone Prerequisites: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 605	3	An experiential capstone in which students assume the perspective of general managers facing decisions of strategic importance to their organizations. Emphasizes the critical functions of goal-setting, strategy formulation, implementation and control processes. prerequisites: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 605

Specializations – Choose 9 Credits from one of the following:

Digital / Financial / Managerial / Entrepreneurship / Marketing

Cybersecurity and Organizational Resilience

Specialization Courses (9 Credits)

Required for the Specialization (6 Credits)

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
INSS 703	Principles of Information Security Management	3	Awareness and management of information security has become critical to the management of any organization. This course focuses on the need for businesses to adapt to the changing security landscape, and provides an introduction to the different domain areas in information security from a managerial perspective. Topics will include security governance, legal regulations and compliance, environmental security, operations security, access controls, network security, disaster recovery response, and cryptography.
INSS 753	Information Security and Business Continuity Prerequisite: INSS 605	3	Familiarizes students with basic security threats on networks connected to the Internet and basic tools to provide user and system security resources available on the Internet. The main focus is on digital and infrastructure security. Topics include security framework overview; footprinting; scanning; enumeration; hacking framework; backdoor servers and Trojans; root-kits; Windows (98/NT, 2000/XP) and Linux vulnerabilities; dialup, VPN and network devices vulnerabilities; firewalls; Intrusion Detection System (IDS); Denial of Service (DoS) and Ddos; buffer overflow; spyware; phishing; social engineering and protecting the Web end-user. This is a project-oriented course using a restricted-access UB lab to practice the use of hacking and security tools. prerequisites: INSS 315 and INSS 427 or permission of the instructor / Merrick School of Business student

Choose 3 credits from the following:

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
INSS 621	Digital Transformation	1.5	Digital technologies are playing a transformative role in the modern world. The changes associated with digital innovations such as social media, block-chain technology and smart embedded devices are rapidly disrupting a variety of industries across the globe and challenging institutions, organizational structures, and most importantly, the skillset needed for a successful workforce. This course focuses on bleeding-edge technologies and digital business transformation. It enables students to understand the challenges and opportunities of the dynamic complex and disruptive technological business environment of the digital age.
INSS 622	Digital Innovation	1.5	The digital revolution is constantly challenging businesses and managers to adapt to new realities. Many organizations are establishing market leadership in today's competitive environment by mastering digital innovation. This course is designed to assist students in understanding that the fundamental nature of digital innovation is not about information technology, but is about thinking differently about how to organize to create value. It aims to equip students to competently identify technological and organizational opportunities, lead digital initiatives and develop new business models for existing and emerging organizations. Topics include digital disruption and innovation, digital platforms, digital business models and digital product and service development.
INSS 722	Visual Business Intelligence Prerequisite: INSS 605	3	This course will introduce students to the use of data visualization and visual business intelligence in a business environment. Students will develop a framework and language for analyzing and critiquing the visualization of data, and learn to use data visualizations to effectively support decision making. Topics will include data abstraction and validation, and how to handle different types of data, dataset and attribute types. Students will use software tools to create visualizations. Prerequisite: INSS 605

Data Analytics
Specialization Courses (9 Credits)
Required courses for the specialization (6 Credits)

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
INSS 611	Data Science Toolkit I	1.5	This course will introduce the basis of using the python programming language in data science, specifically to collect and manipulate data in preparation for exploratory data analysis and prediction. No prior programming experience is required. Topics will include python data structures, program logic and libraries, as well as data wrangling and data management. Types of data sources covered will include databases as well as unstructured data sources such as social media feeds.
INSS 612	Data Science Toolkit II	1.5	The effectiveness of business analytics depends on the quality of the data fed into the analytics models used. Data scientists can spend as much as 60% of their time cleaning and organizing data. This course focuses on preparing data for analytics tasks, to improve the accuracy and reliability of the results. Using python students will learn to "wrangle" (clean, transform, merge and reshape) data. Techniques will include data parsing, data correction, and data standardization.
INSS 722	Visual Business Intelligence Prerequisite: INSS 605	3	This course will introduce students to the use of data visualization and visual business intelligence in a business environment. Students will develop a framework and language for analyzing and critiquing the visualization of data, and learn to use data visualizations to effectively support decision making. Topics will include data abstraction and validation, and how to handle different types of data, dataset and attribute types. Students will use software tools to create visualizations. Prerequisite: INSS 605

Choose an additional 3 credits from the following:

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
INSS 651	Database Management Systems Prerequisite: INSS 605 or INSS 640.	3	Examines the theories and concepts employed in database management systems (DBMS) and the efficiencies and economics of such systems. The course specifically addresses steps in the database cycle, including normalization, database design, implementation and developing queries using SQL. The functions of various types of DBMS are described, including their purpose, advantages, disadvantages and applications in business. Data administration, data requirements for ERP systems and data security issues are also covered. prerequisite: INSS 640 or INSS 605
MKTG 780	Marketing Information and Analysis Prerequisite: MKTG 605	3	This course will provide students with skills and tools necessary to understand and evaluate market information. The course will be focused on building student knowledge on how to analyze and interpret data, and use it for business decision making. The course will use a variety of readings, cases and types of data analysis to provide students with hands-on experience with analyses related to market information. Prerequisite: MKTG 605

Digital Business
Specialization Courses (9 Credits)
Required for the specialization

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
INSS 621	Digital Transformation	1.5	Digital technologies are playing a transformative role in the modern world. The changes associated with digital innovations such as social media, block-chain technology and smart embedded devices are rapidly disrupting a variety of industries across the globe and challenging institutions, organizational structures, and most importantly, the skillset needed for a successful workforce. This course focuses on bleeding-edge technologies and digital business transformation. It enables students to understand the challenges and opportunities of the dynamic complex and disruptive technological business environment of the digital age.
INSS 622	Digital Innovation	1.5	The digital revolution is constantly challenging businesses and managers to adapt to new realities. Many organizations are establishing market leadership in today's competitive environment by mastering digital innovation. This course is designed to assist students in understanding that the fundamental nature of digital innovation is not about information technology, but is about thinking differently about how to organize to create value. It aims to equip students to competently identify technological and organizational opportunities, lead digital initiatives and develop new business models for existing and emerging organizations. Topics include digital disruption and innovation, digital platforms, digital business models and digital product and service development
Choose six credits from the following:			
ENTR 750	Leading and Managing Innovation Prerequisite: ENTR 605	3	Focuses on leading and managing innovation in various organizational settings, including the for-profit, non-profit, and public sectors. Enables students to improve habitats for organizational innovation. Includes a final team-based consulting project with organization seeking to boost its innovative capacity. Prerequisite: ENTR 605

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
INSS 651	Database Management Systems Prerequisite: INSS 605	3	Examines the theories and concepts employed in database management systems (DBMS) and the efficiencies and economics of such systems. The course specifically addresses steps in the database cycle, including normalization, database design, implementation and developing queries using SQL. The functions of various types of DBMS are described, including their purpose, advantages, disadvantages and applications in business. Data administration, data requirements for ERP systems and data security issues are also covered. prerequisite: INSS 640 or INSS 605
INSS 703	Principles of Information Security Management Prerequisite: INSS 605	3	Awareness and management of information security has become critical to the management of any organization. This course focuses on the need for businesses to adapt to the changing security landscape, and provides an introduction to the different domain areas in information security from a managerial perspective. Topics will include security governance, legal regulations and compliance, environmental security, operations security, access controls, network security, disaster recovery response, and cryptography.
INSS 722	Visual Business Intelligence Prerequisite: INSS 605	3	This course will introduce students to the use of data visualization and visual business intelligence in a business environment. Students will develop a framework and language for analyzing and critiquing the visualization of data, and learn to use data visualizations to effectively support decision making. Topics will include data abstraction and validation, and how to handle different types of data, dataset and attribute types. Students will use software tools to create visualizations. Prerequisite: INSS 605
MKTG 755	Marketing Communications and Social Media Prerequisite: MKTG 605	3	Introduces students to integrated marketing communications (IMC) management and the role it plays in organizations' marketing plans. The goal of the course is to apply strategic planning and use the promotion mix to help the firm achieve its promotion objectives. The promotion mix elements include advertising, direct marketing, online marketing, sales promotion, personal selling, public relations, and a variety of social media vehicles. The course will pay special attention to the appropriate use of social media in an IMC context. Prerequisite: MKTG 605

Managing Financial Performance
Specialization Courses (9 Credits)
Required for the specialization

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
ACCT 601	Forensic Accounting Principles Prerequisite: ACCT 505 or equivalent.	3	Provides an overview of the field of forensic accounting, focusing on the roles, responsibilities and requirements of a forensic accountant in both litigation and fraud engagements. Examines basic litigation and fraud examination theory, identifies financial fraud schemes, explores the legal framework for damages and fraud and damage assessments and methodologies, and reviews earning management and financial reporting fraud. Other topics include computer forensics and corporate governance and ethics. Actual litigation and fraud cases are used to highlight the evolving roles of forensic accounting. ACCT 505 or equivalent.
ACCT 720	Strategic Profitability Analysis	3	Applies current business tools and techniques to the understanding of what factors drive profitability, including financial as well as risk, quality, and social responsibility factors
ACCT 740	Advanced Topics in Assurance Services Prerequisite: ACCT 512 or equivalent.	3	A study of the application of generally accepted auditing standards to auditing practice issues, of academic and practitioner research, of internal auditing, of EDP auditing and of governmental auditing issues. prerequisite: ACCT 512 or equivalent
FIN 615 -OR- FIN 625 Note: Whichever is not taken as part of the MBA Flex Core	Entrepreneurial Finance Prerequisite: FIN 605 or equivalent. Corporate Finance Prerequisite: FIN 605 or equivalent.	1.5 1.5	Provides intermediate-level coverage of topics in venture capital and private equity, asset allocation, security risk and pricing, decision-making and nonpublic corporate finance. prerequisite: FIN 605 -OR- Provides advanced-level coverage of capital budgeting and intermediate-level coverage of topics in asset pricing, capital structure, dividend policy, and derivative instruments such as options and futures. prerequisite: FIN 605

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
FIN 624	Finance and Accounting Analytics Prerequisite: FIN 605	3	This course focuses on applying cutting-edge analytics techniques to examine "big data" in finance, accounting, and auditing. Students will acquire working knowledge of common financial data analytics software packages (e.g. SAS, Tableau, and IDEA). The course will heavily emphasize using data analytics techniques in solving common finance, accounting and auditing problems through using data preparation data visualization and analysis techniques. Prerequisite: FIN 605
FIN 700	Financial Reporting Prerequisite: ACCT 504 or ACCT 505 and FIN 640 or FIN 605	3	Integrates U.S. generally accepted accounting principles and International Financial Reporting Standards to develop students' understanding of financial accounting transactions, reporting standards and financial statements. Case materials and financial statements of U.S. and international companies are incorporated. Topics include standard setting, financial statement presentation issues, measurement issues (including fair-value accounting) and classification and recognition issues. prerequisites: ACCT 504 or ACCT 505 and FIN 640 or FIN 605
FIN 704	Financial Markets and Institutions Prerequisite: FIN 605	3	Covers the theory and role of efficient financial markets in the general economy; the structure and regulation of the debt, equity and derivative markets; and the functional management of financial institutions, including commercial and investment banks, investment funds and regulatory agencies. prerequisite: FIN 605
FIN 705	Advanced Financial Analysis Prerequisite: FIN 640 or FIN 605	3	Designed to extend the knowledge and skills acquired in FIN 640 by applying the tools of financial analysis and decision-making at an advanced level. A variety of case applications include coverage of diagnostic financial-statement analysis and forecasting; cash-flow measurement and valuation; and management of financial policy. prerequisite: FIN 640 or FIN 605
FIN 715	Investment Analysis Prerequisite: FIN 605	3	Provides the theory and tools for measuring and managing the risk and return of financial instruments in the context of modern portfolio theory. A variety of stock, bond, option and other financial asset valuation techniques are presented throughout the course. prerequisite: FIN 605

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
FIN 720	Global Finance Prerequisite: FIN 605	3	Emphasizes two aspects of global finance: 1) international capital market structure, interest rate and exchange rate determination; and 2) international corporate financial management of risk and return. Topics include: interest rate, purchasing power and international Fisher parities; hedging and management of international interest-rate and exchange-rate risk; and foreign exchange forecasting. prerequisite: FIN 605
FIN 725	Risk Management Prerequisite: FIN 605	3	Provides a comprehensive overview of concepts and tools of corporate risk management, including identification and measurement of value-added, risk and managing the trade-off between the two. Topics include: value-at-risk measures; application of options and futures contracts to risk management; and managing interest rate, credit and other forms of operating risk. prerequisite: FIN 605
FIN 750	Real Estate Investment Prerequisite: FIN 605	3	An advanced course in the analysis and valuation of income-producing real property. Topics include real estate cash flow analysis, internal rate of return, analysis under risk and uncertainty, appraisal techniques, alternative financing forms, market analysis and the securitization of real property and mortgages. Both theory and case analysis are employed and students will get an understanding of the value of the ARGUS real estate analysis software. prerequisite: FIN 605
FIN 770	New Venture Valuation Prerequisite: FIN 605	3	Covers financing and entrepreneurial organization from startup to initial public offering and beyond. Topics include identification and assessment of capital needs, financial planning, sources of capital and the role of venture capital, and the capital markets in financing entrepreneurial organizations. prerequisite: FIN 640 or FIN 605
FIN 780	Business Valuation Prerequisite: FIN 605	3	Business valuation arises in mergers, acquisitions, divestitures, estate taxation, lost profits litigation, buy-out agreements, commercial lending, venture capital, IPOs and other exit strategies. This course addresses valuation modeling, using asset pricing theory and practice and employing advanced applications such as EXCEL and corporate databases. The course material is of interest to students who envision careers as CPAs, business valuation experts, corporate finance analysts and investment bankers. Prerequisite: FIN 605.

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
INSS 703	Principles of Information Security Management Prerequisite: INSS 605	3	Awareness and management of information security has become critical to the management of any organization. This course focuses on the need for businesses to adapt to the changing security landscape, and provides an introduction to the different domain areas in information security from a managerial perspective. Topics will include security governance, legal regulations and compliance, environmental security, operations security, access controls, network security, disaster recovery response, and cryptography

Global Management
Specialization Courses (9 Credits)
Required for the Specialization

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
FIN 720	Global Finance Prerequisite: FIN 605	3	Emphasizes two aspects of global finance: 1) international capital market structure, interest rate and exchange rate determination; and 2) international corporate financial management of risk and return. Topics include: interest rate, purchasing power and international Fisher parities; hedging and management of international interest-rate and exchange-rate risk; and foreign exchange forecasting. prerequisite: FIN 605
MGMT 780	Leading Across Cultures Prerequisite: MGMT 600 or MGMT 605.	3	Focuses on leadership challenges and dilemmas of multinational and multicultural organizations within the United States and among other countries. Enhances knowledge and capabilities to more effectively identify, understand and manage the cultural components of organizational and business dynamics. Topics include cultural value awareness, cross-cultural communication skills and cross-cultural leadership skills, including strategic planning, organizational design and creating and motivating a globally competent workforce. Prerequisite: MGMT 600 or MGMT 605
MGMT 781	International Business Strategy Prerequisite: All 500-level M.B.A. courses or equivalent.	3	Draws on the framework of global strategic management to help students integrate the concepts of economics, finance, marketing, technology and operations in a global context. Focuses on market entry issues, transnational structures, operational issues and leadership in cross-cultural settings and provides the framework for a real-world, international business project that may be completed by student teams and which offers the option for a study/analysis trip to another country. prerequisite: all 500-level M.B.A. courses or equivalent

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
MGMT 796	Global Business Practicum Prerequisite: Dean's Office Approval	3	Provides students with opportunities for real-world experience working with companies on international projects of real value and priority to the companies. Students choose an international study experience from the participating Merrick School of Business specializations and companies. Student consulting teams work together on a specific corporate project, focusing on a particular country or region of interest to the company. Projects may focus on market analyses, feasibility studies, distribution analyses or a variety of other specific company needs. Students register for this course as a 3-credit elective. prerequisite: department consent
MGMT 798	Global Field Study Prerequisite: Dean's Office Approval	3	There is no better way to understand and succeed in global business today than through direct experience, or immersing oneself in a foreign environment. This course will provide an opportunity for lectures and discussion with local experts and students regarding key themes of economic, political and cultural importance to business. The course will also engage students in field visits to companies, government agencies and other organizations located abroad. prerequisite: department consent
MKTG 760	Global Marketing Management Prerequisite: MKTG 605 or MKTG 640.	3	The theory and application of marketing in a global context. Topics include international trade and financial markets; market structures of nations; and consumption behavior related to culture, social values and economic conditions. Also considers the political and legal control over marketing activities (advertising, promotion and distribution), the growth of regional marketing arrangements relative to competitive strategies of multinational corporations, the dilemma of marketing ethics in a multicultural world and the cost-benefit of technology transfer. prerequisite: MKTG 605 or MKTG 640

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
OPM 625	Operations and Supply Chain Management Prerequisite: OPM 505 or MGMT 506	3	Provides in-depth coverage of the concepts, techniques and tools used to design, create, control and improve manufacturing and services operations. Topics covered include: operations strategy, quality management, high- and low-contact services, forecasting, smart pricing, procurement, global supply chains, sustainability in manufacturing and services, aggregate sales and operations planning, inventory control and operations scheduling. prerequisite: OPM 505 or MGMT 506

Leadership and Management Development
Specialization Courses (9 Credits)

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
APPL 642	Motivation, Satisfaction and Leadership Prerequisites: APPL 641 or MGMT 615	3	Critical and in-depth examination of the research evidence for theories of leadership and job satisfaction. Using motivation as a central concept, students gain an understanding of how group dynamics and personal, environmental and cultural factors influence organizational behaviors. Students work in teams to solve performance-related problems presented in case studies. Lab fee may be required. Prerequisite: APPL 641 or approval of program director. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.
ENTR 750	Leading and Managing Innovation	3	Focuses on leading and managing innovation in various organizational settings, including the for-profit, non-profit, and public sectors. Enables students to improve habitats for organizational innovation. Includes a final team-based consulting project with organization seeking to boost its innovative capacity. Prerequisite: ENTR 605
MGMT 625	Collaboration, Negotiation and Conflict Management* Prerequisite: MGMT 600 or MGMT 605	3	Addresses negotiation skills and the capacity to effectively resolve conflicts. Students apply theory and research to the practice of negotiation and conflict management through practical, hands-on experience including simple buyer-seller bargaining; labor-management negotiations; impasse resolution; and complex, multiparty, multiissue negotiations. prerequisite: MGMT 605 or MGMT 600
MGMT 710	Human Resource Management Prerequisite: MGMT 600 or MGMT 605	3	Covers human resource management issues including legal considerations, recruiting, selection, performance appraisal, development and health and safety. Also covers strategic compensation issues, including job evaluation, benefits administration and pay determination strategies. Additional emphasis on workforce diversity, international dimensions and ethical consideration. Prerequisite: MGMT 600 or MGMT 605

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
MGMT 730	Leadership, Learning and Change	3	Based on the idea that the deeper we go into the exploration of organizational leadership, learning and change, the more we need to deal with the dimensions of the sense-making, connection-building, choice-making, vision-inspiring, reality-creating roles of leaders. The course involves a series of workshops designed to help students learn something that cannot be taught: leading, learning and changing “from within.” Readings, assignments and Web forum interactions are designed to inspire “practices of deep inflection”: storytelling, historical inquiry, reflective reading and writing, dialogue and action research.
MGMT 731	Leadership Seminar	3	Focuses on the critical issues pertaining to success in operating at the executive level in business and other organizations. Topics include vision, values clarification, knowing the customer, communications for internal motivation and public awareness, ethical responsibilities, decision-making, resource decisions, performance maximization, human asset activities and individual leader behaviors for effectiveness. Prerequisite: Graduate Standing
MGMT 780	Leading Across Cultures Prerequisite: MGMT 600 or MGMT 605	3	Focuses on leadership challenges and dilemmas of multinational and multicultural organizations within the United States and among other countries. Enhances knowledge and capabilities to more effectively identify, understand and manage the cultural components of organizational and business dynamics. Topics include cultural value awareness, cross-cultural communication skills and cross-cultural leadership skills, including strategic planning, organizational design and creating and motivating a globally competent workforce. Prerequisite: MGMT 600 or MGMT 605.

**Health Care Management
Specialization Courses (9 Credits)**

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
ECON 765	The Health Services System Prerequisites: Econ 505 and Econ 506	3	An overview of the U.S. health-care system, including health care as a product and the role of all stakeholders: patients, physicians, staff, hospitals, insurers, employers and the government. Topics include the impact of cost containment and competition on management within hospitals and on physician-hospital relations; alternate delivery systems (HMOs, PPOs); multiunit systems; what makes health care different from standard economic markets; health-care marketing; health insurance, including (a) uninsured/uncompensated care and (b) poorly informed but heavily insured customers; a larger not-for-profit sector and heavy government involvement; and legal aspects of health care, including social, moral and ethical issues. prerequisite: ECON 505 and ECON 506
HSMG 630	The Legal Environment of Health Care Management	3	Provides a framework for understanding the legal implications of advancing medical technologies and of new forms for health-services financing and delivery systems
HSMG 650	Quantitative Tools for Health Systems Management	3	Provides an operational understanding of quantitative models to support resource allocation decisions. Students develop an understanding of the process of quantitative modeling; learn to identify appropriate and inappropriate applications of techniques such as linear programming, forecasting, decisions analysis, scheduling and inventory control models; develop a conceptual as well as a computational understanding of these models; and critically evaluate a published operations research application. prerequisite: HSMG 632
HSMG 691	Health Planning and Program Evaluation	3	Explains the theoretical and historical foundations of health planning, the relationship between health planning and regulation and the application of planning methods.
HSMG 697	Health Insurance and Prepaid Health Care	3	Provides an operational understanding of insurance and alternate payment methods in health care. Includes topics relating to risk management and the roles of government, employers and individuals in the selection and use of insurance products for health care

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
HSMG 750	Health Care Systems, Organization and Management	3	Analysis of the structure of the present American health-care system and of the costs, benefits and political realities of possible reforms. The current and future role of public administration, planning and evaluation in American health care
HSMG 752	Internship	3	Serves to build a bridge between theory and practice. Students have the opportunity to apply their knowledge and acquire insights into the management of health service organizations. prerequisite: completion of 27 graduate credits prior to beginning course or permission of program director
HSMG 753	Policy Issues in Health Care	3	Study of a few current policy issues in the American health-care system. Particular attention to the roles and powers of nonmedical participants, including consumers, planners, administrators and policymakers
HSMG 755	Health Administration	3	Problems and issues with performing such basic managerial functions as direction, control and staffing in health-care institutions. Emphasis on analyzing tools and techniques that are important in fulfilling these managerial functions.

Public Sector Management
Specialization Courses (9 Credits)

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
PUAD 625	Innovations in Public Management	3	Designed to integrate the perspectives of public administration by focusing on the management problems in public agencies. Includes use of emerging techniques in management to address the problems and issues faced by public managers under the changed environment of the public sector
PUAD 629	Public Program Evaluation Prerequisite: PUAD 628	3	Systematic application of quantitative and qualitative research methods to the assessment of public policy interventions. Covers topics within formative and summative evaluation contexts, including needs assessments, impact evaluation and process evaluation. prerequisite: PUAD 628
PUAD 764	Public Policy Implementation	3	Review of the diverse conceptualization frameworks of analyzing the implementation of public programs. Emphasis is on the analysis and integration of the subsequent political, economic, social, cultural and managerial factors that impact the implementation of public policies.
PUAD 785	Public Sector Performance Measurement	3	Structuring data collection and analysis techniques to determine precisely what an agency is attempting to do and what it accomplishes through its outputs. Emphasis is on shaping the outputs to have a measurable positive impact on customers and other stakeholders.

Entrepreneurship and Innovation
Specialization Courses (9 Credits)
Choose 9 credits from the following:

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
ENTR 750	Leading and Managing Innovation Prerequisite: ENTR 605	3	Focuses on leading and managing innovation in various organizational settings, including the for-profit, non-profit, and public sectors. Enables students to improve habitats for organizational innovation. Includes a final team-based consulting project with organization seeking to boost its innovative capacity. Prerequisite: ENTR 605
ENTR 760	Social Enterprise and Entrepreneurship Prerequisite: FIN 505 or with permission of instructor	3	Provides a study of how successful nonprofit organizations respond to the challenges of expanding their impact, being socially responsible and fiscally accountable, and finding new sources of revenue. The course will investigate innovative ways to generate both financial and social returns on their investments. Students will engage with live social entrepreneurs to evaluate and respond to market opportunities to develop and grow social enterprises. prerequisite: FIN 505 or permission of instructor
ENTR 771	The Design/Business Link Prerequisite: MKTG 505 or permission of instructor	3	Design could very well be the major competitive strategy for both manufacturing and service companies. This course has two goals: 1) to provide UB students with an understanding of the role of design in today's business organizations to more effectively use design to achieve the mutual goals of businesspeople and designers, and 2) to teach students how they can invent, produce and distribute their own products and be entrepreneurs. prerequisite: MKTG 505 or area approval
ENTR 792	Special Topics in Entrepreneurship	1.5	Not Listed in the Catalog
ENTR 795	Entrepreneurship Practicum Prerequisite: ENTR 605	3	Not Listed in the Catalog
ENTR 797	Special Topics in Entrepreneurship	3	As specified in the course syllabus

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
FIN 770	New Venture Financing Prerequisite: FIN 605 or FIN 640	3	Covers financing and entrepreneurial organization from startup to initial public offering and beyond. Topics include identification and assessment of capital needs, financial planning, sources of capital and the role of venture capital, and the capital markets in financing entrepreneurial organizations. prerequisite: FIN 640 or FIN 605
LAW 761	Patents	3	This course covers the basic principles of U.S. patent law. The course will examine issues that arise in the acquisition and assertion of patent rights, including patent validity requirements, the elements of a claim of patent infringement, affirmative defenses to such a claim, and remedies for infringement. Prerequisite: None [Open Enrollment]
MGMT 798	Global Field Study Prerequisite: ENTR 605; Departmental consent; may only be applied once.	3	There is no better way to understand and succeed in global business today than through direct experience, or immersing oneself in a foreign environment. This course will provide an opportunity for lectures and discussion with local experts and students regarding key themes of economic, political and cultural importance to business. The course will also engage students in field visits to companies, government agencies and other organizations located abroad. prerequisite: department consent
MKTG 762	Market Opportunity Analysis Prerequisite: MKTG 605 or permission of instructor	3	Introduces the subject of opportunity analysis in marketing, intrapreneurship and entrepreneurship as well as the practice of their requisite skills. Includes the analysis of markets, competition, preliminary cost feasibility and intellectual property and also involves the creation and development of strategic positioning appropriate to the marketing opportunity. prerequisite: MKTG 605 or permission of the instructor

Marketing
Specialization Courses (9 Credits)

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
MGMT 798	Global Field Study Prerequisite: Department consent	3	There is no better way to understand and succeed in global business today than through direct experience, or immersing oneself in a foreign environment. This course will provide an opportunity for lectures and discussion with local experts and students regarding key themes of economic, political and cultural importance to business. The course will also engage students in field visits to companies, government agencies and other organizations located abroad. prerequisite: department consent
MKTG 615	Entrepreneurial Marketing Prerequisite: MKTG 605	1.5	Emphasizes market opportunity analysis, product development, creation and formulations of strategic positioning, pricing feasibility, channel strategies and promotion with limited resources in entrepreneurial and intrapreneurial settings. prerequisite: MKTG 605
MKTG 625	Customers and Markets* Prerequisite: MKTG 605 for both. *NOTE: Whichever one is not taken as part of the flexible core: 1.5 credits fulfills Flex Core requirement and 1.5 credits fulfills marketing specialization credit when both marketing flex core options are successfully completed.	1.5	Focuses on choosing customers and markets through data analysis, building customer loyalty and communicating to current and potential customers in B2C, B2B and nonprofit organizations. prerequisite: MKTG 605

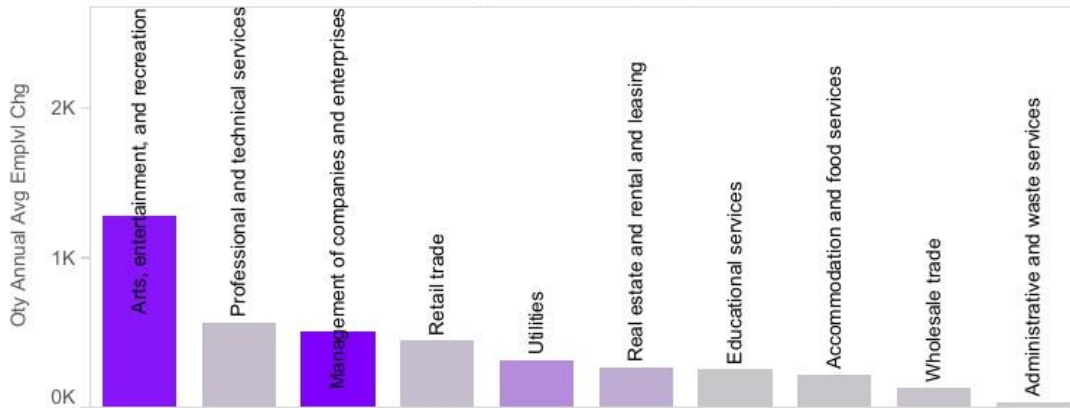
COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
MKTG 742	Social, Nonprofit and Public Sector Marketing Prerequisite: MKTG 605	3	Centers on the application of social marketing principles, frameworks and tools within nonprofit and public-sector organizations to improve performance and foster the successful dissemination of social initiatives to individuals, foundations and corporations. Recognizing that this sector represents many differences in missions, structures and resources, this course emphasizes that effective social marketing requires a change from being organization-centered to becoming audience-centered. prerequisite: MKTG 605
MKTG 755	Marketing Communication and Social Media Prerequisite: MKTG 605	3	Introduces students to integrated marketing communications (IMC) management and the role it plays in organizations' marketing plans. The goal of the course is to apply strategic planning and use the promotion mix to help the firm achieve its promotion objectives. The promotion mix elements include advertising, direct marketing, online marketing, sales promotion, personal selling, public relations, and a variety of social media vehicles. The course will pay special attention to the appropriate use of social media in an IMC context. Prerequisite: MKTG 605
MKTG 760	Global Marketing Management Prerequisite: MKTG 605 or MKTG 640	3	The theory and application of marketing in a global context. Topics include international trade and financial markets; market structures of nations; and consumption behavior related to culture, social values and economic conditions. Also considers the political and legal control over marketing activities (advertising, promotion and distribution), the growth of regional marketing arrangements relative to competitive strategies of multinational corporations, the dilemma of marketing ethics in a multicultural world and the cost-benefit of technology transfer. prerequisite: MKTG 605 or MKTG 640
MKTG 762	Market Opportunity Analysis Prerequisite: MKTG 605 or permission of the instructor	3	Introduces the subject of opportunity analysis in marketing, intrapreneurship and entrepreneurship as well as the practice of their requisite skills. Includes the analysis of markets, competition, preliminary cost feasibility and intellectual property and also involves the creation and development of strategic positioning appropriate to the marketing opportunity. prerequisite: MKTG 605 or permission of the instructor

COURSE NO.	TITLE	CREDITS	COURSE DESCRIPTION
MKTG 770	Product and Brand Development and Management Prerequisite: MKTG 605 or MKTG 640	3	Focuses on the firm's product and brand development and management strategies with a special emphasis on innovative offerings. The influence of the social, legal and technological environment, as well as relationships with users and channel members, on the implementation of product and brand strategies are analyzed and discussed in depth. Encourages the application of the learned concepts to tangible and intangible products such as goods, services and ideas. prerequisite: MKTG 605 or MKTG 640
MKTG 780	Marketing Information and Analysis Prerequisite: MKTG 605	3	This course will provide students with skills and tools necessary to understand and evaluate market information. The course will be focused on building student knowledge on how to analyze and interpret data, and use it for business decision making. The course will use a variety of readings, cases and types of data analysis to provide students with hands-on experience with analyses related to market information. Prerequisite: MKTG 605
MKTG 797	Special Topics in Marketing Prerequisite: MKTG 605 or MKTG 640	3	Explores specialized topics in marketing, allowing flexibility for both the changing developments in applied business practice and the educational needs of students. Exact topical coverage and prerequisites are listed in the schedule of classes. prerequisite: MKTG 605 or MKTG 640
MKTG 799	Independent Study Prerequisite: MKTG 605	3	Prerequisites: Approval of marketing instructor, department chair and academic adviser. MKTG 605

Appendix 4: Baltimore City Market Need



Baltimore City Top 10 Growth Industries
(Darker bars indicate higher over the year percent change)



Industry Title	Employees	Number of Estabs.	Avg Weekly Wage	OTY	OTY PCT
Management of companies and enterprises	2,150	67	1,190	511	31.20%
Arts, entertainment, and recreation	5,743	196	881	1,275	28.50%
Utilities	3,079	14	2,569	315	11.40%
Real estate and rental and leasing	4,870	690	1,082	271	5.90%
Professional and technical services	19,462	1,782	1,751	569	3.00%
Retail trade	16,914	1,978	515	443	2.70%
Wholesale trade	7,710	621	1,216	138	1.80%
Accommodation and food services	22,724	1,595	426	215	1.00%



2014 annual data; 2013 annual data as a baseline for OTY.

Key:

- Area Title
- Employees
- Number of Estabs. (Count of Employers)
- Avg Weekly Wage (Average Weekly Wages per employee)
- LQ: Location Quotient (measures employment concentration)
- OTY: Over the Year Change
- OTY PCT: OTY Percentage Change

Department of Labor, Licensing and Regulation
Division of Workforce Development and Adult Learning

Office of Workforce Information and Performance

1100 North Eutaw Street
 Baltimore, Maryland 21201
 410-767-2250

DLWDALLMI-DLLR@maryland.gov



Appendix 5: Workforce Projections

For students to participate in an MBA program, they must possess a bachelor's degree. According to Graduate Management Admission Council (GMAC) research, among the US millennial generation, which is now largest segment of the US population, 40% have earned a bachelor's degree or more. While the greatest proportion of the potential market is within the millennials, the Loyola MBA is appealing to those of any age who have earned a bachelor's degree, due to market demand and the availability of jobs that require or prefer an MBA. According to the Graduate Management Admission Council (GMAC), "96% of responding employers agreed that hiring business school graduates creates value for their companies" and these companies see the MBA as an advantage in the job market. Graduates of Loyola's MBA program are preferred for a wide variety of occupations. Below is a sampling of common occupations Loyola MBA graduates might enter (Table 1) and labor data projections of those occupations (Table 2).

Table 1: Common Occupations

U.S. Department of Labor-Bureau of Statistics Job Outlook					
Occupational Title	SOC Code	Employment, 2016	Projected Employment, 2026	Change. 2016 - 2026	
				Percent	Numeric
Accountants and Auditors	13-2011	1,397,700	1,537,600	10	139,900
Economists	19-3011	21,300	22,600	6	1,300
Budget Analysts	13-2031	58,400	62,200	7	3,800
Financial analysts	13-2051	296,100	328,200	11	32,200
Personal financial advisors	13-2052	271,900	312,300	15	40,400
Market research analysts and marketing specialists	13-1161	595,400	733,700	23	138,300
Advertising, promotions, and marketing managers	—	249,600	273,400	10	23,800
Advertising and promotions managers	11-2011	31,300	33,000	10	1,700
Marketing managers	11-2021	218,300	240,400	5	22,100
Computer and information systems managers	11-3021	367,600	411,800	12	44,200
Computer systems analysts	15-1121	600,500	654,900	9	54,400
Management Analyst	13-1111	806,400	921,600	14	115,200
Medical and health services managers	11-9111	352,200	424,300	20	72,100
Financial managers	11-3031	580,400	689,000	19	108,600
Operations research analysts	15-2031	114,000	145,300	27	31,300

SOURCE: U.S. Bureau of Labor Statistics, Employment Projections program

Table 2: Labor Data Projections

Maryland Department of Labor - Maryland Long-Term Occupational Projections (2016 – 2026)				
Occupation	2016	2026	Change	Pct. Change
Accountants and Auditors	29,686	31,670	1,984	6.68%
Economists	394	409	15	3.81%
Budget Analysts	2,276	2,360	84	3.69%
Financial Analysts	6,444	6,952	508	7.88%
Personal Financial Advisors	6,472	6,913	441	6.81%
Market Research Analysts and Marketing Specialists	9,914	10,652	738	7.44%
Advertising, Marketing, Promotions, Public Relations, and Sales managers	10,372	11,070	698	6.73%
Advertising and Promotions Managers	590	628	38	6.44%
Marketing Managers	3,117	3,339	222	7.12%
Computer and Information Systems Managers	8,979	9,544	565	6.29%
Computer Systems Analysts	14,950	16,080	1,130	7.56%
Management Analyst	22,475	23,772	1,297	5.77%
Medical and Health Services Managers	9,599	10,741	1,142	11.90%
Financial Managers	10,919	11,578	659	6.04%
Operations Research Analysts	3,092	3,266	174	5.63%
Source: Maryland Department of Labor, Licensing, & Regulation - Division of Workforce Development and Adult Learning Office of Workforce Information and Performance				



June 18, 2019

Kathleen A. Getz, PhD
Dean, Sellinger School of Business and Management
Loyola University Maryland
4501 N. Charles St.
Baltimore, MD 21210

Dear Kathy:

I am writing you in support of Loyola University's Professional's MBA having a presence in downtown Baltimore. City centers are enjoying a renaissance across the country, and Baltimore is no exception. Young professionals not only tend to be working downtown but increasingly living downtown. This has been wonderful for Baltimore City, and it is my belief that this trend will only continue. Therefore I believe Loyola would serve our current and potential students better by meeting them in the community in which they live.

Beyond that though, I think having the Loyola MBA program operate downtown (in whole or part) would benefit the city as well. I do not think there is any dispute that a concentration of higher education within a city is beneficial to that city. It encourages current residents to stay in the city. It shows companies considering locating here that we have a great pool of talented workers. It also likely supports increased business formation. Loyola MBA graduates are dynamic, community-minded, talented people. Exactly the kind of people the city wants as residents. Anything we can do to encourage that is good for the city.

As someone who cares about Loyola, I want us to have an increased presence downtown. As someone who cares about Baltimore City, I frankly wish we had several MBA and other graduate programs all over downtown. It would be good for all of us.

Thanks for all your hard work making Loyola great.

Sincerely,

A handwritten signature in black ink, appearing to read 'Thomas D.D. Graff'.

Thomas D.D. Graff
Partner, Brown Advisory
Loyola University class of 1999

June 21, 2019

Mr. Anwer Hasan, Chair
Maryland Higher Education Commission
6 North Liberty Street
Baltimore, MD 21201

Mr. Hasan:

I am writing to enthusiastically endorse Loyola University's application to offer PMBA programs at the TransAmerica building in downtown Baltimore.

As you probably know, Loyola's PMBA program content, which is grounded in Jesuit tradition is focused on developing values-driven professionals who contribute to both their companies and their communities, with a different set of core requirements and specializations than other programs have. The foundation of Jesuit education is "cura personalis", care for the whole person. No other Baltimore institution can bring this distinctive element to a PMBA program other than Loyola.

If you want to witness the significant contribution a Jesuit based program can have on its students and its community, please investigate Loyola's York Road initiative. It is having a powerful impact on the students involved and the community.

As an employer of many Loyola Sellinger School graduates, I can assure you that the program produces graduates who are not only academically prepared but uniquely committed to their communities.

I am happy to answer any question you may have.

Very truly yours,



Charles L. Maskell, Jr.
Chief Executive Officer

June 19, 2019

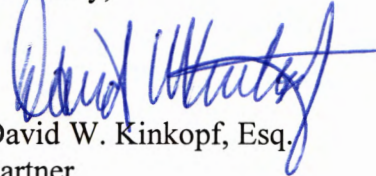
Kathleen A. Getz, PhD
Dean, Sellinger School of Business and Management
Loyola University Maryland
4501 N. Charles Street
Baltimore, Maryland 21210

Re: Downtown Location for Loyola University Maryland PMBA Program

Dear Dean Getz:

I write to express my unequivocal support for Loyola University Maryland's PMBA courses being offered in downtown Baltimore. I have worked downtown for 25 years and have long been a supporter of a wide range of higher education options for Maryland's students. The location in downtown provides convenience for the citizens of our state. Further, I have also come to understand the high quality and unique perspective of the Loyola PMBA program that serves a need that is not already met by other programs in our state. I would strongly recommend Loyola University's PMBA program with downtown courses to employees of our firm and to other individuals interested in pursuing an MBA degree. I genuinely believe that educational opportunities for students in Maryland and elsewhere will be greatly enhanced by having Loyola University Maryland offer PMBA courses at its proposed downtown location. I would be happy to answer any questions you or the Maryland Higher Education Commission might have.

Sincerely,



David W. Kinkopf, Esq.
Partner

#666841

GORDON • FEINBLATT LLC
ATTORNEYS AT LAW

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233 EAST REDWOOD STREET
BALTIMORE, MARYLAND 21202-3332
410.576.4000
www.gfrlaw.com

June 20, 2019

Kathleen A. Getz, Ph.D., Dean
Sellinger School of Business and Management
Loyola University of Maryland
4501 North Charles Street
Baltimore, Maryland 21210

Re: Loyola Downtown MBA Program

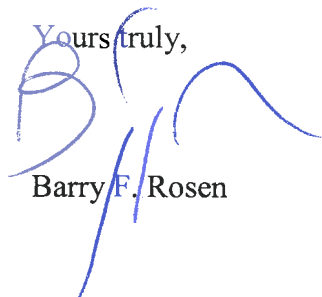
Dear Dean Getz:

The purpose of this letter is to congratulate you on, and to endorse, the Sellinger School of Business' decision to offer MBA courses at the Center Club, located in Baltimore's central business district, at the corners of Pratt and Light.

At this moment in time, nothing could be more important than people deciding to locate new opportunities in Baltimore's central business district. Every new offering brings, and more importantly keeps, people downtown. Amidst the litany of bad news for Baltimore, this is good news.

The location brings with it convenience to young professionals, who are already working downtown, and adds Loyola's imprimatur of relevance and value to downtown Baltimore. As the manager of a 150 person employer in the central business district who has been at the same location for over 50 years, your decision is welcome, and your optimism is appreciated.

Yours truly,



Barry F. Rosen



June 21, 2019

Kathleen A. Getz, PhD
Dean, Sellinger School of Business and Management
Loyola University Maryland
4501 N. Charles St.
Baltimore, MD 21210

RSM US LLP

100 International Drive
Suite 1400
Baltimore, MD 21202
T +1 410 246 9300
F +1 410 246 9302
www.rsmus.com

Dear Dr. Getz,

My partners at RSM US are delighted that the University is planning to offer PMBA courses in a downtown location at the Center Club site in the TransAmerica Building this fall. Most of our young professionals pursuing advanced degrees live downtown and will appreciate the convenience of that location. We encourage our staff to pursue advanced degrees at the Sellinger School and the downtown location will be a real incentive.

We value the distinctiveness of the program content grounded in Jesuit tradition. The program's focus on developing values-driven professionals who contribute to both their companies and their communities is incredibly appealing to this generation's values. The core requirements and specializations are different and in my opinion superior to other regional programs with strategically integrated courses in different business functional areas. Our people appreciate the wider student demographics, in terms of age and work experience, which enhance the class experience.

Best wishes on the success of this new location and I expect Loyola will see a number of new candidates from RSM as a result.

Sincerely,

Robert J Jirsa, Partner

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WILLARD HACKERMAN
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INSTITUTIONAL
COMMERCIAL
CORPORATE
TECHNOLOGY
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INFRASTRUCTURE
SUSTAINABILITY

June 18, 2019

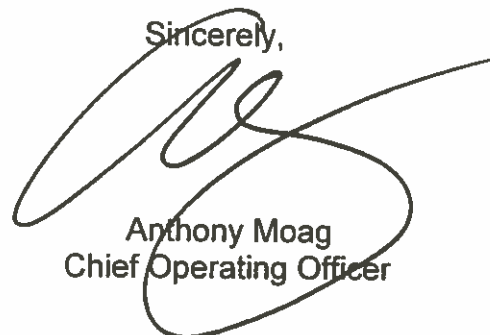
Ms. Kathleen A. Getz, PhD
Dean, Sellinger School of Business and Management
Loyola University Maryland
4501 N. Charles St.
Baltimore, MD 21210

Dear Dean Getz,

I am writing this letter to affirm our support for Loyola University offering PMBA courses downtown at the Center Club. This initiative is good for Loyola, it is good for the City of Baltimore and I believe it is good for the other academic institutions in the City as well. Programs like this are not a "zero sum game" and a strong, more convenient curriculum in the heart of the City is needed.

Now, more than ever, the City of Baltimore needs the commitment of strong institutions, and I applaud Loyola University's desire to be located in the epicenter of our community. This will be a great program, and I am sure that many of our young employees who live in the City will take advantage of this offering.

Sincerely,



Anthony Moag
Chief Operating Officer