

JOSEPH A. BUTT, S.J., COLLEGE OF BUSINESS ADMINISTRATION

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MISSION AND PURPOSE

In the Ignatian tradition and consistent with the goals of Loyola University New Orleans, the mission of the Joseph A. Butt, S.J., College of Business Administration is to prepare and graduate individuals with the capability and motivation to become effective and socially responsible business and community leaders who possess a love for, the critical intelligence to pursue, and the eloquence to articulate truth. The college's primary emphasis is the provision of innovative and superior undergraduate management education. In addition, the college is committed to offer selected high quality graduate programs which are consistent with the mission of the university. The faculty of the college is committed to excellence in research and dedicated to service that enhances the quality of our undergraduate and graduate teaching.

The College of Business Administration is committed to provide undergraduate and graduate programs designed to prepare students for leadership roles in the dynamic, global environment of profit and not-for-profit organizations; a value-laden management education in the Ignatian tradition; emphasis on exceeding the expectations of its customers; and continuous improvement.

ACCREDITATION

The college was founded in 1947, and the baccalaureate program was accredited by AACSB—the Association to Advance Collegiate Schools of Business (600 Emerson Rd., Suite 300, St. Louis, MO 63141 (314) 872-8481)—in 1950. The graduate division of the college was established in 1961, accredited by the AACSB in 1974, and reaccredited in 1983 and 1999.

PROGRAMS OF STUDY

The College of Business Administration offers two graduate programs:

- (1) master of business administration (M.B.A.), offered in the evening;
- (2) juris doctor/master of business administration (J.D./M.B.A.), offered in conjunction with Loyola's School of Law.

ADMISSIONS

Admission to graduate study is granted to students showing high promise of success at the graduate level. Applicants for admission must have a four-year bachelor's degree from an accredited college or university. Admission is competitively based upon undergraduate academic record, relevant work experience, statement of reasons for pursuing the degree, and, for M.B.A. and J.D./M.B.A. applicants, performance on the Graduate Management Admissions Test (GMAT). GMAT scores older than five years will not be accepted. Students with graduate course work at another institution will be considered for admission only if they are in good standing at the other institution. Students who leave Loyola and take graduate course work elsewhere will be readmitted only if in good standing at the interim institution.

International applicants must submit a score of 237 or higher on the Test of English as a Foreign Language (TOEFL). Those who graduated from a college or university in which English was the language of instruction are exempt from the TOEFL requirement. TOEFL scores older than two years will not be accepted. International applicants must also provide an affidavit of support showing sufficient funds to finance their course of study and living expenses.

ALL APPLICANTS MUST PROVIDE:

- an application;
- official transcripts showing all college work attempted: undergraduate, graduate, and professional;
- an official GMAT score report from the Educational Testing Service (ETS);
- two recommendations;
- a résumé;
- a statement addressing the questions:
 - (1) How do you think the degree will enhance your professional background?
 - (2) What expectations do you hope to realize by earning the degree?

Note: Failure to provide a complete set of official transcripts constitutes grounds for immediate dismissal from the graduate division of the College of Business Administration.

Applicants are in competition with one another initially on the basis of undergraduate grade point average and professional work experience.

When making an application, applicants should send a complete packet with all of the documents requested, except official test scores. GMAT and TOEFL scores must be sent directly from Educational Testing Service. All documents except test scores are to be included in the application packet.

Applications are available from the Office of Graduate Business Programs, Box 15, Loyola University, 6363 St. Charles Avenue, New Orleans, LA 70118; (504) 864-7944, Fax: (504) 864-7970; E-mail: mba@loyno.edu. Applications may also be submitted electronically through www.embark.com. The application deadline for fall is June 15 and for spring is November 15.

ACADEMIC STANDING

In order to remain in good standing, a graduate student must maintain a cumulative grade point average of 3.0 or higher in graduate course work taken at Loyola University. A student whose cumulative GPA falls below 3.0, calculated on all courses taken to fulfill degree requirements, is placed on probation. In the next period of enrollment, the student must earn a term GPA above 3.0 with no grade below B or be dismissed from the program. Students on probation may not enroll in undergraduate courses. A grade below B, in more than seven credit hours in courses taken to meet degree requirements, constitutes grounds for dismissal. No course with a grade below C may be used toward degree requirements.

Conditionally admitted students must earn a GPA of 3.0, as calculated on all courses taken to meet degree requirements, in the semester in which they reach nine hours or be dismissed. It should be noted that an M.B.A. student on probation will not be given permission to take a course at another school, may not take an independent study course or internship, and may not enroll in BA B850, Global Strategy.

AWARDS

Each year in May, the College of Business Administration hosts an annual awards ceremony to honor outstanding students. The G. Ralph Smith Award is given each year to the outstanding M.B.A. graduates.

BETA GAMMA SIGMA

Membership to this national honor society is by invitation only to the upper 20 percent of the graduating M.B.A. class.

LOYOLA M.B.A. ASSOCIATION

The M.B.A. Association offers an excellent means for M.B.A. students to interact with other students, faculty, and community leaders. In addition to special gatherings, meetings are scheduled with leaders from the civic and business community of greater New Orleans as invited guest speakers. Membership is open to all M.B.A. students.

ENDOWED CHAIRS AND PROFESSORSHIPS

Legendre-Soule Chair in Business Ethics

Hilton/Baldrige Chair in Music Industry Studies

Harold E. Wirth Chair in Economics

Gerald Gaston Chair in International Business

Bank One/Francis C. Doyle Distinguished Professorship

Bank One Distinguished Professorship

Stanford H. Rosenthal Distinguished Professorship for Risk, Insurance, and Entrepreneurship

JURIS DOCTOR/MASTER OF BUSINESS ADMINISTRATION

The J.D./M.B.A. program is designed for those students seeking advanced education in business administration in addition to an education in the law. Applicants for the J.D./M.B.A. program must apply separately to the School of Law and to the College of Business graduate program and be accepted individually to both.

Normal degree requirements of 90 credit hours (juris doctor) and 33 credit hours in 700- and 800-level course work (master of business administration) are complemented and reduced to 81 credit hours (juris doctor) and 24 credit hours (master of business administration). Each program is reduced by nine credit hours as each program accepts, as part of its requirement, nine credit hours from the other program.

Upon completion of the program, the student will be awarded two separate degrees. The requirements for both must be completed, however, before either degree can be awarded. Students participating in the joint program must maintain a minimum grade point average of 2.0 (4.0 scale) in the School of Law and 3.0 (4.0 scale) in the College of Business Administration.

Students failing to meet all of the requirements of the program are awarded the juris doctor or master of business administration degree only if they fulfill the requirements for the individual degree as outlined in the law school or graduate bulletins, respectively.

MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

The primary purpose of the master of business administration program is to prepare students for advancement to high-level management positions in both the private and public sectors of the global economy. The M.B.A. program is designed to prepare leaders to manage organizations in the coming century. The program includes examination of administrative principles and quantitative approaches to decision-making common to both business and not-for-profit organizations and provides opportunities for students to develop the specialized knowledge and skills necessary to become effective, socially responsible business and community leaders. This program is designed to attract professional working students.

The M.B.A. program has the following educational objectives:

- to graduate individuals who are able to apply management theory and current business practices;
- to graduate individuals who are able to effectively communicate and work as members of a team;
- to graduate individuals who have well-developed problem-solving and ethical decision-making skills, as well as leadership abilities;
- to graduate individuals who have an understanding of global business issues and their impact on businesses.

CURRICULUM

The master of business administration (M.B.A.) program is flexible. It accommodates students with or without an undergraduate business major and provides opportunity for students to develop their own interests. The curriculum is constantly under review and continuously improved to meet the challenges of the changing business environment. The M.B.A. curriculum has four segments: the basic core, the advanced core, electives, and the capstone course. The requirements for an individual student to complete the program depend on the student's background. Some students may need only the advanced core, electives, and the capstone course, totaling 33 credit hours, while others may also need part or all of the basic core for a possible 56 credit hours.

In keeping with the commitment to the values of Jesuit education, all students must complete a zero-credit-hour course, Community Service, BA B795, requirement.

The M.B.A. program can be completed in as little as 12 months of full-time study. Students can attend full or part time. All courses are offered in the evening, with an occasional Saturday offering. New students may begin in fall or spring.

BASIC CORE

The basic core is composed of ten 600-level courses covering the basic business disciplines. (Students are also required to show they have completed a course in college algebra, finite math, or calculus with a C or better.)

			Cr. Hrs.
ACCT	B601	Financial Accounting	3
DECS	B601	Statistics	2
ECON	B601	Microeconomics	2
ECON	B602	Macroeconomics	2
FIN	B601	Financial Management	2

MGT	B601	Management and Organizational Behavior.....	3
MGT	B605	Managerial Communications	3
MGT	B610	Human Resources Management.....	2
MGT	B611	Operations Management	2
MKT	B601	Marketing Management	2

Total Credit Hours: 23

These courses, except FIN B601, may be waived in one of two ways:

- (1) completion of appropriate course work from an AACSB-accredited business school with a grade of B or higher and graduated within seven years prior to matriculation in the M.B.A. program, or
- (2) successful completion of a waiver exam.

Students who desire to establish credit for a 600-level course must do so within the first semester of enrollment. After that, the course must be taken. The definition of “pass” for a waiver exam is 80 percent.

Students who wish to have FIN B601 waived must take a waiver exam regardless of previous coursework.

The advanced core (21 credit hours) is composed of seven courses that build upon the skills learned in the basic core. There are three electives (nine credit hours) that may be used to define a concentration plus a capstone course (three credit hours). The capstone course, Global Strategy, uses business cases to integrate the materials learned in other M.B.A. course work. Global Strategy is to be completed in the last semester of the student’s program. Students must satisfy the following requirements before they are permitted to enroll in the capstone course: (a) a cumulative GPA of 3.0 or higher in all graduate courses (including basic core courses), and (b) a cumulative GPA of 3.0 or higher in all advanced core and elective courses. Students must complete the capstone course with a grade of B or higher to be eligible for graduation. This course can only be repeated once.

ADVANCED CORE, ELECTIVE, AND CAPSTONE COURSES

BA B795	Community Service.....	0
BA B705	Business Ethics.....	3
BA B710	Individual and Corporate Entrepreneurship	3
BA B715	Management Control and Decision Making	3
FIN B700	Advanced Financial Management	3
MGT B725	Leadership Dynamics	3
MGT B730	Innovation and Technology Management.....	3
MKT B735	New Product Development and Marketing	3
	Electives (may be used to earn concentration).....	9
BA B850	Global Strategy (Capstone)	3

Total Credit Hours: 33

CONCENTRATION REQUIREMENTS

Cr. Hrs.

Finance

FIN	B810	International Finance.....	3
FIN	B820	Financial Statement Analysis.....	3

Choose one from among the following:

FIN	B800	Management of Financial Institutions.....	3
FIN	B805	Investments.....	3
*FIN	B893	Special Topics	3

*ACCT B893 or FIN B893 must be approved by the appropriate area coordinator and the MBA director.

International Business

Choose three from among the following:

BA	B830	Economic Integration in Europe and the Americas	3
ECON	B810	International Economics.....	3
FIN	B810	International Finance.....	3
MGT	B815	Cross-cultural Management	3
MGT	B820	Future of the Americas.....	3
MKT	B800	Global Marketing	3

Students who wish to earn a concentration in international business must also show proficiency in a language at a level equivalent to 201 at the undergraduate level. This may be established by an exam through the university's modern foreign language department or by coursework at Loyola or elsewhere.

Marketing

Marketing Electives	9
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INTERNSHIPS

M.B.A. students have the option to earn credit by participating in the internship program. Because some experiences are impossible to gain in the traditional classroom setting, students are encouraged to 1) enhance their résumés with career-related experience, 2) reinforce and/or reevaluate classroom study through a comparison of theory and practice, and 3) pursue the study of specialized business topics in their fields of interest in a professional setting.

The internship program is open to M.B.A. students who have completed all the basic core courses. To qualify for internship credit, a position must provide sufficient duties, new learning opportunities, and new responsibilities to warrant M.B.A.-level status. Evaluation of positions is done on a case-by-case basis. Typically they require a minimum of 150 hours at the job site and regular interaction with an academic supervisor. Students must also complete an academic component as defined and approved by the academic supervisor. Format of the academic component varies by industry, position, and academic supervisor.

Internships, though encouraged to be taken during a student's last semester before graduation, may take place in the summer or during the fall and spring semesters. The grade is reported as pass or fail and is based on the following criteria: completion of the academic component, meeting any additional requirements set by the academic supervisor, and a confidential performance evaluation by the internship site supervisor.

INDEPENDENT STUDIES

Students may apply for an independent study in the following cases: 1) the student needs a course not offered in the required time frame for graduation or 2) the student desires to study a topic or topics not covered in courses offered by the college. Students also need to seek permission of the M.B.A. director and a faculty member who must complete a detailed course outline. A minimum grade point average of 3.0 is required for enrolling in an independent study.

STUDY ABROAD

The College of Business offers summer programs in Belgium and semester-long exchange programs in Belgium and Spain. The summer programs are taught in English by Loyola faculty. Site visits to local companies, meetings with public officials and

multinational corporation executives, and field trips are included. For the European exchange programs, students can study in the native language of Spain or Belgium. In Belgium, English-language courses are also offered. The host institution assists with housing, registration, and integration into local society.

Tuition is paid to Loyola; no tuition is paid at the other school. The student will be assisted by the M.B.A. director with selection of courses; prior written permission must be obtained. Exchange courses count toward residency.

Loyola is part of a consortium of Jesuit schools and Peking University which sponsors an M.B.A. program in English in Beijing. Two Loyola students per year are eligible to participate.

TRANSFER WORK

With the exception of courses taken at Jesuit consortium schools, a maximum of six hours of transfer work may be applied to 700- and 800-level courses. Only courses taken at AACSB-accredited schools within seven years prior to matriculation will be considered. After matriculation, students may take up to six hours at another institution to be applied to 600-, 700-, or 800-level course work. Prior written permission must be obtained. Permission will be granted only for schools accredited by the AACSB to students demonstrating compelling need.

A consortium agreement with selected AACSB-accredited Jesuit schools is in effect. Students may transfer up to 50 percent of course requirements at the 700- or 800-level under this agreement. The grade of B or higher is required in any course taken at another school in order to apply to degree requirements.

BUSINESS ADMINISTRATION GRADUATE COURSES

ACCOUNTING

ACCT B601 Financial Accounting

3 cr. hrs.

This course introduces the accounting cycle from recording financial transactions to the preparation and analysis of financial statements. The course emphasizes the uses of the income statement, balance sheet, and statement of cash flows.

ACCT B800 Accounting Theory

3 cr. hrs.

This course provides an overview of the theoretical issues (rather than numerical detail) of current as well as proposed authoritative accounting pronouncements.

ACCT B825 Estate and Gift Taxation

3 cr. hrs.

This course is concerned with planning and managing federal estate and gift problems and opportunities. The perspectives of a variety of parties are considered. The parties are: decedents, fiduciaries, estates, trusts, beneficiaries, donors, and donees. Topics include asset valuations, income, deductions, exemptions, credits, transfers, etc.

ACCT B830 Personal Financial Planning for the Professional Planner 3 cr. hrs.

This course is the study of Personal Financial Planning including goal setting, cash budgeting, planning for insurance needs, retirement planning, tax planning, investment, and estate planning. The course requires an integration of the various types of planning with client goals. The course makes use of forecasts, computer models, and macroeconomic data. The emphasis is on planning for the professional planner who has a diversified clientele.

Prerequisites: a working knowledge of present value concepts is assumed. This should not be the first M.B.A. course taken, and a background in any of the following will be helpful: Accounting, Tax, Insurance, Investments.

ACCT B835 Global Tools for Management Accounting 3 cr. hrs.

This course is designed to assist the student in understanding the emerging changes in management accounting tools, both here and abroad. Because accounting is a service function, discussions will focus on the value of service to managers, ethical business behavior, and clear communications in financial reporting.

ACCT B840 Corporate Taxation 3 cr. hrs.

This course covers concepts and methods of determining corporate federal tax liability. Topics include ordinary income, capital gains and losses, net operating loss, reorganizations, contemporary problems in corporate taxation, and tax research.

ACCT B893 Special Topics in Accounting 3 cr. hrs.

Current issues and problems will be researched and discussed.

ACCT B897 Accounting Internship 1 – 3 cr. hrs.

See description in *College of Business Administration* section.

ACCT B899 Independent Study in Accounting 3 cr. hrs.

See description in *College of Business Administration* section.

BUSINESS ADMINISTRATION

BA B705 Business Ethics 3 cr. hrs.

The purpose of this course is to explore the meaning of business ethics and discuss the relevance of ethics to management decision making. Ethical theories and concepts such as justice, rights, equality, and responsibility will be examined at the beginning of the course, then specific ethical problems facing the business organization and its relationship to employees, consumers, and society will be discussed.

BA B710 Individual and Corporate Entrepreneurship 3 cr. hrs.

The purpose of this course is to relate and integrate the student's academic and professional experience through the analysis of an independent/corporate new venture start-up. The course will take a systems approach to problems which are confronted in developing a new business over time. Students will develop skills needed to lead entrepreneurial projects by combining analytical skills with intuition and creative problem solving techniques.

Prerequisite: FIN B601.

BA B715 Management Control and Decision Making 3 cr. hrs.

This course discusses control and decision making from the information provided by management control and information systems. Course topics include discussion of a comprehensive management information system (MIS) and its supporting systems, integration of the MIS with organizational strategy, and utilization of such systems to generate information to serve managerial needs.

Prerequisite: MGT B601, MGT B611, FIN B601.

BA B735 Introduction to Quality Management 3 cr. hrs.

This course is intended to assist the graduate student in developing an understanding of an ability to apply some of the tools and techniques of total quality management (TQM) as practiced today by world-class organizations which must compete for customers by offering ever-higher levels of quality in the products and services provided. The course offers an introduction of the major philosophies of quality management/continuous improvement, including those of Deming, Juran, and Crosby. Japanese approaches to quality management are also covered.

Prerequisites: MGT B601, B611, MKT B601.

BA B795 Community Service 0 cr. hrs.

This involves 30 hours of volunteer work (without compensation) that must be completed in a not-for-profit setting located in the greater metropolitan New Orleans community. The organization is chosen by the graduate coordinator.

BA B810 Management of Environmental Issues 3 cr. hrs.

This course will deal with environmental issues from a management perspective by focusing on how environmental issues impact the corporation and on policy responses of corporations to these issues. Global issues such as ozone depletion, acid rain, and the greenhouse effect will be covered, as well as the more traditional issues of air and water pollution, pesticide usage, and hazardous waste disposal and cleanup. The importance of these issues to the corporation and society will be stressed.

BA B835 Advanced Tools for Quality Management 3 cr. hrs.

This course teaches advanced tools used in quality management, not covered in other courses, to M.B.A. students. After completing this course, the student will be prepared to apply these advanced tools in any organization that has already begun implementing the principles of quality management. A variety of the newer tools and techniques will be covered, including benchmarking, Hoshin planning, theory of constraints, and design of experiments.

Prerequisite: BA B735 or approval of instructor.

BA B840 Process and Systems Management 3 cr. hrs.

This course discusses business process improvement concepts and introduces tools to study and improve existing process, design new processes, or make radical process changes through reengineering or reinvention. The focus is on continuous improvement of the process through a variety of advanced quality management and planning tools. Through a combination of readings, class discussions, and exercises, students will learn to use these tools to bring about a process for organizational changes.

Prerequisite: BA B735 or approval of instructor.

BA B845 Quality Standards and Assessment 3 cr. hrs.

This course thoroughly covers the major quality standards: Malcolm Baldrige Award, ISO 9000, and ISO 14000. Other standards are discussed as well. Managerial assessment procedures are learned, with special consideration given to confidentiality and ethics.

Prerequisite: BA B735 or approval of instructor.

BA B850 Global Strategy 3 cr. hrs.

This course integrates the student's academic and professional experiences with the purpose of enhancing her/his capacity to formulate and implement successful global strategies. Its basic methods are discussion of cases and a project. The cases focus on the skills, knowledge, and expertise appropriate to a leader's role, functions, and expected contributions to the corporation and society at large. As a result, students will enhance their capacity to (1) creatively identify alternative courses of action, (2) objectively and thoroughly assess these options' pros and cons, and (3) convincingly argue and support their conclusions and recommendations. The project has two components. In the first, team members identify key factors shaping the future structure and competitive behavior of a global industry; and in the second, each student does a strategic audit of a company within this industry, with the purpose of presenting and defending strategic recommendations to the company's board of directors.

Prerequisites: BA B710, MGT B725, MKT B735, FIN B700.

BA B893 Special Topics in Business Administration 3 cr. hrs.

Current issues and problems will be researched and discussed in a seminar.

BA B897 Internship in Business Administration 1 – 3 cr. hrs.

See description in *College of Business Administration* section.

BA B899 Independent Study in Business Administration

See description in *College of Business Administration* section.

DECISION SCIENCE

DECS B601 Statistics 2 cr. hrs.

This course introduces the statistical methods which have found wide application in business. Topics covered include descriptive statistics, probability concepts and distributions, estimation, hypothesis tests, contingency tables, analysis of variance, simple and multiple regression analysis, and decision theory. Business applications and extensive use of microcomputer statistical software, including spread sheets, are an integral part of the course.

DECS B899 Independent Study in Decision Science 3 cr. hrs.

See description in *College of Business Administration* section.

ECONOMICS

ECON B601 Microeconomics 2 cr. hrs.

The purpose of this course is to develop an understanding of the microeconomic analysis of the coordination of human actions through markets, organizations, and governments. Topics include opportunity costs, demand, supply, prices, transaction costs, taxes, and trade policy.

ECON B602 Macroeconomics 2 cr. hrs.

The purpose of this course is to develop an understanding of the macroeconomic consequences of the systematic discoordination of humans' actions, and the nature and causes of business cycles. Topics include Classical, Keynesian, Monetarist, Real Business Cycle, and Austrian theories and international business cycles.

Prerequisite: ECON B601.

ECON B810 International Economics **3 cr. hrs.**
This course considers exchange rate systems; adjustments in international disequilibrium situations; relationships among rates exchange, inflation, interest, and unemployment; and domestic and international economic policies. It also considers various theories of competitive advantages in international trade, the nature and effects of commercial policies, and international economic integration.

Prerequisite: ECON B602.

ECON B815 Pricing Strategies **3 cr. hrs.**
Pricing is one of the most important decision areas in business. Pricing is also a very complex and difficult decision. This course will focus on the role of pricing in business and marketing strategy and on how to price effectively. Consideration will be given to analyzing and influencing the environment within which pricing decisions are made and to the roles of organizational objectives, demand, costs, competition, and legal and ethical constraints in determining price.

Prerequisites: ECON B601 and MKT B601.

ECON B893 Special Topics in Economics **3 cr. hrs.**
Current issues and problems will be researched and discussed.

ECON B897 Internship in Economics **1 – 3 cr. hrs.**
See description in *College of Business Administration* section.

ECON B899 Independent Study **3 cr. hrs.**
See description in *College of Business Administration* section.

FINANCE

FIN B601 Financial Management **2 cr. hrs.**
This course introduces the principles of financial analysis and management of a business. Students learn how to think in terms of the present values of alternatives so that they can choose the proper course of action to follow. The effects of time and uncertainty on business decisions, especially in the selection of assets and the raising of funds for asset purchases, are studied. Students learn how the unencumbered system of financial markets and firms allocates scarce resources to benefit consumers. Analysis of alternative courses of action in terms of a system of cash flows is covered.
Prerequisite: ACCT B601.

FIN B700 Advanced Financial Management **3 cr. hrs.**
This course advances the graduate student's knowledge and comprehension of financial management by providing a deeper understanding of the theory, practice, and application of the principles of business finance. The course emphasizes the application of financial theory by giving the student a framework analyzing and recommending alternative solutions to business financial problems. Case analysis will be used.
Prerequisite: FIN B601.

FIN B800 Management of Financial Institutions **3 cr. hrs.**
This course analyzes management policies of financial institutions, including asset, liability, and capital management. Various risks faced by financial institutions will be studied along with detailed analysis of the tools used to measure and manage these risks in the financial services industry.

FIN B805 Investments 3 cr. hrs.
All investments have the dimensions of risk and expected return. Students study the flow of funds in the economy which leads to the term structure of interest rates underlying investment; they learn how to analyze and forecast interest rates and their effects on the values of securities; they compute anticipated and realized rates of return; and they learn portfolio theory, which explains how the risk borne by the investor affects the rate of return he/she requires on a stock. Fundamental analysis of publicly-traded securities is a major portion of the course, and students forecast the earnings and dividends of firms and study how these fundamental factors affect the stock price. The functioning of financial markets, and their efficiency, is also explored.

FIN B810 International Finance 3 cr. hrs.
This course examines common financial problems faced by business firms engaged in international trade or investment. A significant portion of the course is devoted to a study of the environment within which international financial decisions are made, with particular emphasis on the market for foreign exchange. Topics include the international economic environment, foreign exchange markets, factors influencing exchange rates, measurement and management of foreign exchange risks, financing international trade, foreign financing alternatives, direct foreign investment, and political risk analysis.

FIN B820 Financial Statement Analysis 3 cr. hrs.
Lenders or investors who can determine the truth regarding the recent financial management of the firm and make more accurate predictions regarding its financial future are more successful. This course teaches techniques of analysis to uncover the events which have been hidden by the financial statements. The course focuses on the financial decisions the firm has made and its financial condition, as revealed by the financial statements, and on forecasting pro-forma financial statements which reflect alternative possible courses of action. Students learn to discover funds flows, construct and interpret financial ratios, understand operating and financial leverage, analyze growth and its effects, predict bankruptcy, and prepare pro-forma statements.

FIN B893 Special Topics in Finance 3 cr. hrs.
Current issues and problems will be researched and discussed.

FIN B897 Internship in Finance 1 – 3 cr. hrs.
See description in *College of Business Administration* section.

FIN B899 Independent Study in Finance 3 cr. hrs.
See description in *College of Business Administration* section.

LEGAL STUDIES

LGST B893 Special Topics in Legal Studies 3 cr. hrs.
Selected topics are examined.

LGST B899 Independent Study in Legal Studies 3 cr. hrs.
See description in *College of Business Administration* section.

MANAGEMENT

MGT B601 Management and Organizational Behavior 3 cr. hrs.
This course assists students in becoming effective organizational members and managers. We explore ways of how to understand individual, impersonal, and group behavior within organizations, as well as the interplay of human, technological, and structural factors.

MGT B605 Managerial Communication**3 cr. hrs.**

The purpose of this course is to improve the abilities of managers to communicate effectively throughout their organization. The course will improve the participants' communication skills by requiring them to make effective presentations (individually, in groups, and using the latest software packages), analyze case studies, conduct a communication audit on an existing New Orleans company, and explore contemporary business trends and issues.

MGT B610 Human Resource Management**3 cr. hrs.**

Human Resource Management analyzes the management of human resources in organizations. Topics include legal aspects of employment policies, selection, placement, training, compensation, employee appraisal and development, safety and health, benefits and services.

MGT B611 Operations Management**2 cr. hrs.**

This course studies the planning, implementing, and monitoring of an operations system for continuous improvement. The course goal is to provide a better understanding of how managers can develop and manage high performance operations. The important issues involved in designing and managing the integrative system that transforms resources into goods and services satisfying customers' needs are addressed. The participants' ability to utilize the organization's technical and human resources effectively and efficiently are developed.

Prerequisite: DECS B601.

MGT B725 Leadership Dynamics**3 cr. hrs.**

This course is a study of the interactions that exist between people, especially in the context of organizations. In particular, it examines two important processes in organizations: leadership and team-building. Topics include the roles of context and followers in the emergence of leaders, exercise of power, ethical issues faced by leaders, influence, diversity, team influences on beliefs and perceptions, the development of teams and team norms, conformity and deviance in teams, team decision making, and designing teams for effective performance and decision making. Other related issues associated with human behavior in organizations, including coaching, conflict resolution, negotiation, and empowerment, will also be studied.

Prerequisites: MGT B601, MGT B605.

MGT B730 Innovation and Technology Management**3 cr. hrs.**

This course is concerned with linking the technological and business worlds through the product development and commercialization process. It is the low cost, high quality, or fast delivery of new products that provides competitive advantage in today's marketplace. To achieve such competitive advantage, an integrative paradigm is needed. It requires incorporating the research and development of science and technology, the management of technology and innovation commercialization, with the management of people affected by technology. This course is designed as an intensive computer usage course.

Prerequisites: MGT B611, FIN B601.

MGT B815 Cross-cultural Management**3 cr. hrs.**

This course prepares managers to solve strategic business and work-group problems that arise from cross-cultural differences. Such problems can be seen in discord over task assignments, low levels of productivity in internationally mixed teams, difficulties in transferring management or production practices to overseas units, and unrealistic expectations at the personal, work-group, and business-unit levels. We divide the course into thirds that examine (1) the meaning of culture, (2) the culture's impact on management practices, and (3) how to manage cultural differences. There is some reading that is more theoretical but many cases emphasize the practical side of dealing with international cultural differences.

MGT B820 Future of the Americas **3 cr. hrs.**
This managerial-oriented graduate seminar examines the strategic responses of both Latin American- and United States-based companies to the opportunities and challenges emerging from the profound social, political, and economic changes in Latin America, and to the impact on the region's relations with North America. Students gain a better understanding of (1) the leading organizations, institutions, coordinating mechanisms, and processes affecting businesses in the Americas; (2) the key differences in managerial practices and strategies of firms operating in Louisiana and in the United States of America; and (3) the limits, validity, and applicability to Louisiana of managerial models developed in the United States of America. Students discuss readings and cases, interact with a number of local and foreign guest speakers from the academic and business worlds, and complete individual projects.

MGT B893 Special Topics in Management **3 cr. hrs.**
Current issues and problems will be researched and discussed.

MGT B897 Internship in Management **1 – 3 cr. hrs.**
See description in *College of Business Administration* section.

MGT B899 Independent Study in Management **3 cr. hrs.**
See description in *College of Business Administration* section.

MARKETING

MKT B601 Marketing Management **2 cr. hrs.**
This course acquaints the student with the nature and scope of modern marketing management and strategy. It outlines the areas in which decisions are made in developing marketing plans and implementing marketing activities at all levels of production and distribution.

MKT B715 Cases in Marketing Strategy **3 cr. hrs.**
This course acquaints the student with the nature and scope of marketing strategy. It outlines how marketing strategies are formed based on detailed market analysis. Students will learn how to approach marketing problems from different perspectives.

MKT B735 New Product Design and Marketing **3 cr. hrs.**
This course covers the process of designing a new product or service and the processes of marketing that product or service. Important concepts covered are decreasing cycle time; determining opportunities; determining customer needs; translating needs into requirements; estimating sales potential; and setting price, distribution, and promotion strategies. Applied projects will be an important element of this course.
Prerequisites: FIN B601, MGT B611, MKT B601.

MKT B800 Global Marketing **3 cr. hrs.**
Students completing this course will understand why organizations seek to globally market their products' resources and how global marketing programs are shaped by historical, geographical, infrastructural, cultural, political/legal, economic, and competitive factors. Also, they will be prepared to make decisions with respect to the standardization or adaptation of the strategic elements of the marketing mix, the use of various foreign market entry strategies, and the most appropriate approaches to pursue strategic alliances, among others. These topics are identified and discussed via in-depth case analysis.

MKT B893 Special Topics in Marketing **3 cr. hrs.**
Current issues and problems will be researched and discussed.

MKT B897 Internship in Marketing

See description in *College of Business Administration* section.

1 – 3 cr. hrs.

MKT B899 Independent Study in Marketing

See description in *College of Business Administration* section.

3 cr. hrs.