

The MBA in Financial Planning

The MBA-Financial Planning degree program helps finance-related professionals keep pace with growing market demand and stay ahead in an increasingly complex career field. In addition, this unique program, designed for mid-level professionals, allows students to meet the education requirements to sit for the prestigious CFP® Certification Exam.

A rigorous, MBA in Financial Planning curriculum is registered and recognized by the Certified Financial Planner Board of Standards, Inc. (CFP® Board) in Washington, D.C. Candidates who wish to sit for the CFP® Certification Examination must successfully complete a CFP® Board-Registered program. CLU's program is the only CFP® Board-Registered program in Ventura County and CLU is one of only two private colleges offering a CFP® Board-Registered program in California.

The on-campus MBA in Financial Planning courses are offered year round in four 11-week terms: Fall, Winter, Spring and Summer. The online MBA in Financial Planning courses are offered year round in five 8-week terms.

Nationwide, there are more than 200,000 professionals who serve as financial planners and personal financial advisors. Many of the planners work in finance and insurance industries, including securities and commodity brokers, banks, insurance carriers, and financial investment firms. However, about 30 percent of personal financial advisors are self-employed, operating small investment advisory firms, usually in urban areas.

Jobs in the financial planning profession are projected to grow in the next decade by more than 40 percent, a rate that is considerably greater than all other occupations. As baby boomers begin to retire by the millions each year with their retirement savings at their peak, they are increasingly expected to seek the help of financial experts. This is the expected driver for the robust growth of the industry.

Median annual earnings of wage and salary for personal financial advisors were \$75,320 in May 2013. The middle 50 percent earned between \$49,410 and \$99,920. The lowest 10 percent earned less than \$33,190 and the highest 10 percent earned more than \$124,680. These statistics are sourced from the Occupational Employment Statistics (OES) survey program.

CLU's MBA in Financial Planning program is considered to be one of the leading graduate programs in the country. The key benefit of CLU's program is that our students receive a level of education that is generally not available elsewhere. Most programs in the country are either credentialing or undergraduate programs that fulfill only the most basic education required for a planner, and planners with graduate degrees are a rarity in the profession. Graduate students are better prepared to serve clients through higher levels of competency (possessing greater field-specific knowledge and the ability to apply advanced planning techniques) and ethical standards. These two most desired attributes of professional financial planners are also the hallmarks of the students and alumni of CLU's program.

The CFP® Board is a nonprofit professional regulatory organization that requires education, ethics requirements, examination and experience for Certified Financial Planner™ licensees. Along with completing the financial planning course work and passing the certification examination, the CFP® Board also requires successful CFP® licensees to have financial planning-related work experience and adhere to their Code of Ethics and Professional Responsibility. With CFP® certification now available in 15 countries, it is the most widely recognized and respected financial planning credential.

Admission Requirements

Candidates for admission to the MBA in Financial Planning program should submit an application portfolio at least 45 days prior to the start of the term. Admission decisions for regular graduate standing are based on a review of the following materials in the candidate's file:

1. A completed application form, which includes a personal statement and non-refundable \$25.00 (U.S.) application fee (\$50.00 for paper applications);
2. Evidence of an interview with an admission counselor;
3. Official transcripts showing a bachelor's degree from a regionally accredited U.S. institution.
4. Two letters of recommendation;
5. Test scores. Applicants whose undergraduate records do not satisfy the criteria set forth in paragraphs A-D below must include Graduate Management Admission Test (GMAT) scores in their admission portfolio. The GMAT may be waived for candidates who present an official transcript of previous college work from a regionally accredited college or university reflecting any one of the following criteria:
 - a. An undergraduate, upper division grade point average of 3.0 or higher (on a 4.0 scale); or
 - b. A combined grade point average of 3.0 or higher for the most recent 60 credits of study consisting of any of the following: graduate course work, upper division post-baccalaureate course work (exclusive of extension or continuing education work), and upper division undergraduate course work; or
 - c. A minimum of nine credits of graduate course work completed and a 3.5 grade point average; or
 - d. A previously earned master's degree.

Admission Counseling

Interested individuals should make an appointment for an interview with the Graduate Admission Counselor. This exploratory meeting will clarify individual program requirements and give prospective students an opportunity to ask questions. For application materials or an interview appointment, call toll free (805) 493-3325.

Provisional Admission

Under some conditions, after meeting with an admission counselor, a student may register for classes before completing the entire admission process. However, the Application for Admission, application fee, and a copy of a transcript showing a bachelor's degree with an acceptable GPA and/or acceptable standardized test score must be on file in the Graduate and Adult Programs Office before the class registration can be accepted. Students are expected to complete all admission requirements in the first term of their program or they will not be permitted to enroll in subsequent terms. Provisionally admitted students are not eligible for financial aid.

Requirements for the MBA – Financial Planning

(48 Credits)

The MBA in Financial Planning requires 48 semester credits of course work, which must be completed within a seven-year period. The program is comprised of 16 courses: eight general MBA courses, three courses specific to the financial-planning program and five courses specific to either of two elective tracks (Track 1 or Track 2). Completion of the general and financial planning core courses and Track 1 courses lead to an MBA and eligibility to sit for the CFP[®] Examination. Completion of the general requirements, core financial planning courses and Track 2 leads to an MBA in Financial Planning. Additional coursework may be required for individuals whose academic records reflect the need for preparation in the areas of accounting, economics, finance and/or statistics. The requirement for this preparation is determined during the admissions process. Basic knowledge of word processing and spreadsheet applications is expected.

MBA General Requirements

(24 credits)

BUS 521	Statistical Analysis for Managers	3
BUS 551	Managerial Accounting	3
BUS 568	Business Ethics	3
BUS 573	Law for Business Executives	3
BUS 575	Marketing Theory	3
BUS 581	Management Concepts for Information Technology	3
BUS 591	Financial Principles and Policies	3
BUS 593	Investment and Portfolio Management	3
Total Hours		24

MBA – Financial Planning Requirements

(24 units)

BUS 531A	Macroeconomics for Investments	3
BUS 564	Behavioral Finance	3
BUS 508	Capstone Course in Financial Planning	3
Track 1:		
BUS 501	Introduction to Financial Planning	3
BUS 502	Tax Management & Strategy	3
BUS 505	Employee Benefits and Retirement Planning	3
BUS 506	Risk Management and Insurance	3
BUS 507	Principles of Estate Planning	3
Track 2		
BUS 528	Strategic Financial Analysis,	3,
BUS 555	Psychological-Cultural Dynamics of Communication and Persuasion	3
BUS 560	Advanced Estate Planning	3
BUS 566	Social Psychology of Leading Clients	3

BUS 594	Insurance Planning for Business Owners	3
Total Hours		39-36

Courses

BUS 500. Social Media Marketing. (3).

This course provides a comprehensive overview and real-time skills pertaining to social media marketing on widely used digital platforms, including Facebook, Twitter, YouTube, LinkedIn and more. We will explore why the shift is happening now both locally and globally placing "power" in the hands of citizens, why a brand is now what the consumer says it is and how communities are upending traditional marketing practices. Success case studies will illustrate how individuals, organizations, and businesses are utilizing these platforms internally and externally to impact the bottom line. Students will gain the latest social media marketing, customer engagement, lead-generation strategies and they will acquire practical skills by assignments and tasks including creating and maximizing their own social profiles, content sharing, blogs, and posts. A field trip and/or guest speaker(s) will be introduced to the class. A final project will serve as a portfolio piece.

BUS 501. Introduction to Financial Planning. (3).

This is the introductory course in the Financial Planning (FP) program. As the name suggests, this course will introduce students to the general principles of Financial Planning. The course will begin by describing the FP process including the collection of data, financial statements and the budgeting process and the requirements of both the planner and of the profession (ethics, competencies, standards, regulations, etc.). The course will then establish the different areas of FP (law, taxes, insurance, investments, estate planning, etc.). The course will provide the appropriate foundation for the rest of the FP courses.

BUS 502. Tax Management & Strategy. (3).

This course will primarily cover the following three areas: tax planning considerations, tax computations and tax planning strategies. The main focus will be on personal tax management and strategies.

BUS 503. Project and Change Management. (3).

Project management is an increasingly prominent and requested discipline within organizations today. More and more companies are looking to experienced project managers to deliver company strategic objectives while applying proven project management principles to execute their projects. This course is an introduction to the basic fundamentals of project management. Specifically, the class will focus on building core competencies required to pass the Project Management Professional (PMP) certification examination. Students will receive a general baseline of project management knowledge based on the nine knowledge areas defined by the Project Management Institute (PMI). (cross-listed with IST 503).

BUS 504. Healthcare Information Systems. (3).

This course provides an overview of the business questions Chief Information Officers (CIOs) and Chief Executive Officers (CEOs) of Mobile Technology, Patient Safety, HIPAA, ePrescribing, Telemedicine, Bioinformatics and Emerging Trends. The course will take a practical approach to Healthcare Informatics and will be conducted with a mix of lectures/discussions, student presentations, case studies, demonstrations, in-class exercises, and exams. Interactive discussion during all class sessions is strongly encouraged. (cross-listed with IST 501).

BUS 505. Employee Benefits and Retirement Planning. (3).

This course will cover the requisite material for the field of financial planning. Students will begin by being versed in different benefits plans including disability and cafeteria plans as well as business applications of the above. The course will then cover retirement planning issues including Government Social Security, Medicare and Medicaid plans. Students will be exposed to needs analysis, different types and characteristics of retirement plans, distribution options, ethical considerations, etc. At the end of this segment, students should be able to recommend suitable retirement and portfolio plans. Prerequisites: BUS 501 and BUS 591.

BUS 506. Risk Management and Insurance. (3).

Insurance is an important aspect of a financial plan. In order to acquire and develop the requisite skills, students will be provided with a knowledge base in the evolving area of risk management. This course in Risk Management and Insurance will provide students with an understanding of the modern methods of appraising risk and the different tools and techniques used to manage it. The course will provide an in-depth introduction to insurance as the traditional tool of risk management. Life, health, property and casualty, liability and other forms of insurance will be examined in detail in this course. At the end of this course, students should be able to assess the risk exposure and tolerance of clients and the different ways in which different types of insurance can be used to manage risk. Prerequisites: BUS 501 and BUS 591.

BUS 507. Principles of Estate Planning. (3).

A significant task of a financial planner is to address the estate planning needs of clients. This complex legal area explores issues in transfer of property, wills, trust, gifts, etc. Related issues in valuation, taxes, documentation, etc., are also examined. This course will also delve into issues of probate, freezes, marital deductions, charitable contributions, charitable trusts and planning for incapacity. Special attention will be given to trusts, the use of insurance in estate planning, taxation issues in estate planning, etc. The course should provide students with the knowledge necessary to advise clients in estate planning matters as well as to recommend different plans and strategies. Prerequisites: BUS 501 and BUS 591.

BUS 508. Capstone Course in Financial Planning. (3).

This is the capstone course in Financial Planning and it will attempt to integrate the material in all other dedicated FP classes. Students will take this course only when they have finished all other courses successfully. This course will be structured as a casework course and the cases used will closely reflect the types of cases they may encounter both as financial planners and as part of their CFPTM Exams or Certification. Hence, each case will have components of all other FP courses and will integrate such material to reflect the complexities of real life clients. The course ends with an exam styled after the CFP Certification Exam. Successful students will not only be proficient in basic and advanced financial planning skills and competencies but also will most likely be successful in attaining their CFP certification. Prerequisites: BUS 501, BUS 505, BUS 506, BUS 507, BUS 524, BUS 591 and BUS 593.

BUS 509. Information Technology Infrastructure. (3).

This hands-on course will explore the configuration and management of the various components involved in information technology infrastructure. Such infrastructure elements as routers, firewalls, mail servers, content management servers, and other such components will be used to develop skills required to manage IT infrastructure. Other components may include storage networks, grid computing, virtual private networks, and wide area networks. The course will use a combination of dedicated devices and virtual machine technologies to gain experience with those techniques at the same time. (cross-listed with IST 502).

BUS 511. Foundations of Accounting and Finance. (3).

Basic principles of accounting and finance will be presented as a foundation for advanced study and as a vocational skill. The course will include covering the accounting cycle, basic financial statements for sole proprietorships, partnerships and corporations as forms of entities, plus the time value of money, stock valuation, weighted average cost of capital, bond interest, and how to use a financial calculator.

BUS 512. Foundations of Business Methods and Communication. (3).

The study of professional business methods with an emphasis on critical analysis of real world business problems, development of professional business correspondence, and planning, organizing, preparing and presenting major business reports and PowerPoint presentations. Significant use of computer skills and public speaking skills will be included.

BUS 513. Foundation of Economics. (3).

This course provides the groundwork for a general understanding of economics. It deals with both aspects of the study of economics (Micro and Macroeconomics). Microeconomics explains economic decision making by the individual economic agents, and Macroeconomics describes the working of an economic system and its behavior as a whole. In order to help students get a better grasp of the pertinent discussions and follow them in a systematic order, the course is divided into five segments: 1) Introduction to Economics; 2) Market, Price, Quantity, Market Failure, and Concept of Efficiency; 3) Product Market; 4) Macroeconomic Measurement, Models and Fiscal Policy; 5) Money, Banking and Monetary Policy.

BUS 514. Foundation of Quantitative Methods. (3).

The main objective of this course is to help entering MBA students acquire and/or refresh basic math and quantitative skills needed to succeed in the MBA program. This course aims to review mathematical concepts and methods which are frequently used in core courses such as statistics, management science, finance, economic analysis and accounting. The course is designed for students who have not taken a formal course in math and/or statistics, students that took these courses long ago and need to refresh this knowledge, or students that are not confident with the basic quantitative skills, statistics and mathematics.

BUS 515. Marketing Management. (3).

Marketing Management introduces students to the great variety of functions that must be managed in a marketing organization. Activities and issues addressed include: product marketing and management, customer satisfaction, pricing, product launching, telemarketing, marketing information systems, channel management, marketing administration, industry marketing, marketing planning, marketing communications, lead management, show participation and marketing campaigns. Prerequisite: BUS 575.

BUS 516. Management and Marketing for High-Technology Innovations. (3).

The global economy is driven by technological innovations. High-tech industries such as nanotech and biotech develop their products and innovative manufacturing processes through systematic application of scientific and technical knowledge. Nowadays, the scope of high-technology applications encompasses a broad cross section of industries. For nonprofit and social enterprises also, sustainability and scaling will increasingly depend on the use of innovative technologies. The course explores the challenges, such as market uncertainty, technological uncertainty and competitive volatility, faced by product managers and marketers in high-tech industries. The role of marketing and creating customer-oriented and market-driven high-tech products and technologies as well as societal and ethical issues arising from the unintended consequences are examined through business case studies. Examples from the emerging nanotechnology and rapidly expanding biotechnology fields are discussed.

BUS 517. Marketing for Nonprofit and Social Enterprise. (3).

Social enterprises and nonprofit organizations - domestic and global - face unique challenges in working to achieve financial sustainability, especially in a time of increasing competition for available charitable funding. The course looks at successful social enterprises, in the U.S. and around the world, that have employed creative earned-income strategies and decreased their dependence on traditional philanthropy. In addition, social marketing trends, technologies and scaling strategies are illuminated. Through readings and discussions, case studies and a group project, students learn how social marketing objectives are accomplished through carefully chosen combinations of research, planning, implementation, and program evaluation.

BUS 518. Emerging Technologies and Issues. (3).

This course will explore current emerging technologies as they relate to information systems in organizations. Topics will change as technology and organizations continue to evolve. Current topics include social computing, "Web 2.0," blogs, wikis, user-generated content, the role of geographic information systems, the role of ethics in information systems and other cutting-edge topics. (cross-listed with IST 570).

BUS 519. Business of the Arts. (3).

The Business of the Arts is an introductory course that surveys the full spectrum of the arts as a business. The course will focus on current & future trends & business practices in a field that is rapidly changing due to the increasing international profile of performing & visual arts & the changing marketing resources provided by the internet & social media. Students will be engaged to investigate the various career opportunities open in the exciting business of professional arts management. This course is required for the professional track & students must complete the appropriate foundation courses.

BUS 521. Statistical Analysis for Managers. (3).

The course is designed to help students acquire a good intuitive grasp of statistics - what it is, how and when to apply statistical techniques to managerial situations and how to interpret results. The course focuses on the use of statistics in research, including defining the research question; designing experiments; collecting, managing and analyzing data; and interpreting the results. Descriptive and inductive statistics will be discussed in detail. Topics include an introduction to math, descriptive methods (i.e., tabular, graphical and numerical methods), sampling design and sampling distribution, probability theory, continuous probability distribution, discrete probability distribution, interval estimation and confidence intervals and hypothesis testing. The course also introduces the use of the computer as a tool in statistical analysis. Students will learn how to describe their data to efficient statistical software (SPSS or Excel) and how to request a data analysis.

BUS 522. Management Science. (3).

The purpose of this course is to provide students with a sound conceptual understanding of the role management science plays in the decision-making process. Specifically, the course is concerned with the wide variety of quantitative techniques currently being used in the field of management science (a field melding portions of business, economics, statistics, mathematics and other disciplines into a pragmatic effort to help managers make decisions). Topics to be covered are regression analysis (simple as well as multiple variable models), forecasting, linear programming, inventory decision making, PERT & CPM models, decision analysis (deterministic as well as probabilistic models), transportation models, goal programming and simulations. Prerequisite: BUS 521.

BUS 523. The Anthropology & Spirituality of Consumption. (3).

Connects the relationship between the consumption of arts related goods, services & ideas of human spirituality. Consumption has emerged within a spiritual place in the anthropology of western consumers. As such, within the course, current studies & research in the arts consumption sphere & connections to anthropologic spirituality are presented. Principles covered in the course are applicable to management & administration of the arts practice in relation to production of its outputs. This course is required for the professional track.

BUS 524. Veterans Entrepreneurship Program. (2).

The Veterans Entrepreneurship Program provides a series of workshops over a 10-week period. These workshops provide the knowledge, tools and thinking structure required to create any product or service for start-ups, existing businesses, government agencies or non-profit organizations. Participants will have the opportunity to develop the entrepreneurial mind-set, form the structure to create an entrepreneurial support system, and to design new products or services.

BUS 526. Corporate Finance. (3).

This course deals with corporate financial decisions involving long-term debt, dividend policy, equity, capital structure, cost of capital and long-term financial planning. These issues will be addressed mostly in the context of the underlying theory and practice. End-of-chapter problems and other assignments are intended to illustrate how ideas introduced in the course are applied to real-world situations. Prerequisites: BUS 521, BUS 531, BUS 551 and BUS 591.

BUS 527. Financial Strategy. (3).

This course deals with the corporate financial strategies as they relate to the areas of valuation, capital budgeting, financial distress, options, risk management, corporate restructuring, dividend policy, international finance, and mergers and acquisitions. These issues are addressed in the context of real case studies. Selected readings and research articles are intended to provide a foundation for introduced concepts and expose the student to the latest thinking in this area. Prerequisites: BUS 521, BUS 531, BUS 551 and BUS 591.

BUS 528. Strategic Financial Analysis. (3).

This course is designed to provide students with the skills necessary to exploit the richness of information available from financial statements. Upon completion of the course, students will have an appreciation for the usefulness and limitations of financial statements in asset valuation and credit analysis, and should be aware of much of the research that exists concerning the role of financial information in capital markets. Prerequisites: BUS 521, BUS 531, BUS 551 and BUS 591.

BUS 529. Executive Roundtable. (3).

The intent of this course is to serve both as an elective for the Management and Finance emphasis areas in the MBA program or as an optional capstone for Finance majors. Of course, all emphasis areas are welcome to take the course for credit and all students (including undergraduates) are invited to attend the presentation and subsequent discussion for each executive speaker.

BUS 530. Information Systems and Ethics. (3).

Existing and emerging technologies pose important ethical questions for individuals, organizations and society. These questions will be examined from multiple perspectives through in class exercises, debate, dialogue, and discussion as well as readings and media that draw upon broad ethical frameworks, everyday dilemmas, and current trends in information systems. The importance of ethics will be emphasized and applied to thought provoking topics including, but not limited to, ownership of digital works, online identity and expression, and the global nature of information systems. (cross-listed with IST 530).

BUS 531. Managerial Economics. (3).

This course studies the role of economic theory in management analysis and decisions. The study of demand, cost, and supply theories from a business viewpoint are also covered. This course is about economic principles and their relevance to business decision-making. We will explore the interaction of information, economic incentives and market competition and how these interact to determine prices, products available, profits, and patterns of trade and organization. At the end of this course, students should be able to understand how basic economic reasoning can lead to improved managerial decisions.

BUS 531A. Macroeconomics for Investments. (3).

This course is concerned with the application of economic concepts and analyses to issues relevant to investments in particular and financial planning in general. Focus is on understanding basic economic relationships that shape the economy, factors that affect economic growth, issues of government spending and budget deficits, how the Federal Reserve addresses issues of inflation and unemployment, the business cycle and how it affects investment strategy, international interdependence and the economic gains from trade. The course will enable students to apply economic reasoning when constructing investment portfolios. Pre-requisite: BUS 521.

BUS 532. Distributed Systems and Applications. (3).

We use distributed systems every day. Every Web interaction, every email, every bank transaction uses a series of at least two computers to accomplish the task it is been asked to do. Distributed systems require an added level of understanding of how systems work together, as the distribution of applications can have both positive and negative impacts on system behavior. This course provides an overview of distributed computing architectures in terms of hardware and software. Topics will include client/server software and N-tier architectures, middleware, Internet technologies, application development, networking, security, and system management. Prerequisite: BUS 581. (cross-listed with IST 532).

BUS 533. Emerging Technologies. (3).**BUS 534. Relational Technology. (3).**

Relational database management systems (RDBMS), together with information data models, are the cornerstone of today's information technology architecture. They are key components of distributed computing environments and client server applications. This course will examine the following: 1) the definition and role of RDBMS in today's information technology; 2) the basic aspects of data: structure, integrity and manipulation; 3) information modeling concepts and disciplines; and 4) database modeling tools. Utilizing the Erwin information modeling software and applying the IDEFIX modeling method, the student will participate in the development of an information data model. Prerequisite: BUS 581. (cross-listed with IST 534).

BUS 535. Information Security Management. (3).

This course is designed to expose managers to the major concepts and theory of Information Security. Students will understand and apply the principles upon which any information security program is built. Course will cover the basics of the "10 domains" including data classification, cryptography, network and application security, risk management, threat and vulnerability analysis, computer forensics, and policies and architecture designs. (cross-listed with IST 535).

BUS 536. Fundamentals of Web Developmnt. (3).

The course provides a foundation in skills and concepts that web developers need to be able to develop highly effective web sites. The primary focus is on learning and using XHTML and CSS. After learning the basics of web page development using XHTML and CSS, a Web Authoring tool is introduced. Microsoft Expression Web makes creating compliant standards-based Web sites faster and easier. A tutorial on Microsoft Expression Web (EW) is offered and EW is used for a course project. The students will learn the skills to build a multipage standards-based web site. (cross-listed with IST 536).

BUS 537. Green Business. (3).

"Green Business" refers to sustainable business that meets customers' needs in ways that solve rather than cause environmental and social problems. Green businesses operate across all business sectors from production of conventional goods/services to developing new breakthrough technologies. This model of socially and environmentally responsible business does not assume a sacrificing of corporate profits. On the contrary, sustainable businesses show financial success in the long-run, benefit many stakeholders while exploiting none. This course explores the tremendous impact green movement is having on marketing and business strategies. It catalogs the adoption of green principles, policies and practices by mainstream corporations, and reviews how clean technologies are helping to optimize natural-science use while improving financial performance.

BUS 538. Strategic Public Relations. (3).

In this course, Public Relations is approached as a proactive and strategic management function. For all kinds of organizations - commercial companies, nonprofits and social enterprises, governments - PR must be a vital function that identifies, establishes and maintains relationships with the key publics upon which organizational success or failure depends. Students study the key theories, models and processes of public relations, while developing a command of PR terminology. They focus on current developments in the macro PR environment, especially the impact of emerging communication technologies. They will study real-world cases involving PR practice, including employee relations, media relations, community relations, customer relations, government relations, issues management, corporate PR, fundraising and institutional development, and emergency PR/crisis communications.

BUS 539. Global Information Technology. (3).

Provides the student with necessary insights into challenges and opportunities of the international use of information technology, as well as the criticality and approach to alignment of I.T. with global enterprise. (cross-listed with IST 539).

BUS 541. Money and Banking. (3).

This course studies the theory and functions of money, the principles of commercial banking and the operations of the fractional reserve banking system in the U.S. The ability of the government to influence the U.S. economy by monetary and fiscal policies is examined. Prerequisites: BUS 521, BUS 531, BUS 551 and BUS 591.

BUS 542. Applied International Management. (3).

All organizations are directly or indirectly affected by international management issues. This holds true for a small business as well as a major enterprise. Yet, too often, inadequate attention is paid to differing cultures, styles, customs and protocols involved with conducting business across national borders. This class is designed to introduce graduate students to some of the concepts and implications of the accelerating trend of increased globalization. Managing a culturally diverse work force within the same national boundaries will also be addressed. A combination of lectures, videos, case studies and hands-on activities will be used to present the subject in an experiential manner designed for practical application. Prerequisites: BUS 565, BUS 592.

BUS 543. International Business Opportunities - European Community, Latin America Or Pacific Rim. (3).

These are varied international business courses focusing on the potential business opportunities, cultural, political, economic and sociocultural environments specific to three major global arenas. The classes will be taught on a rotating basis, identified in the current term class schedule. International Business Opportunities - European Community Since regional alliances are becoming increasingly important, this course will look in depth at the area known as the European Community. It will examine the history and cooperative spirit that defines this area, in an effort to understand possible business alliances existing there. International Business Opportunities - Latin America This is an advanced international business course focusing on the potential business opportunities existing within this vast regional area. Topics will include common political/legal/economic and sociocultural environments. Specific country research will be the backbone of this course and will afford the students distinct competence in their area of choice. The structure of this class will include lectures, guest speakers, extensive library research, country reports and a formal report including a presentation on a specific country in Latin America. International Business Opportunities - Pacific Rim The Pacific Rim, with half the world's population and one-third of the globe's surface, has become one of the economic powerhouses of the world. This course is designed to explore the cultural, political, economic and sociocultural environments specific to this area. In-depth studies on differing business practices within the Pacific Rim region will provide students with specialized skills for practical business opportunities.

BUS 544. Importing and Exporting. (3).

This course covers the techniques and procedures involved in successfully carrying out export and import transactions. Topics include the language of, and documentation for, international trade, payment terms, trade barriers, export licensing, pricing, order handling, insurance, international collections and international transportation. The functions and operations of Foreign Trade Zones are illustrated, as well as the legislation that affects the international trader to include some of the alternatives to exporting such as licensing, foreign manufacturing and joint ventures. Prerequisites: BUS 565, BUS 567 and BUS 592.

BUS 545. International Strategic Planning. (3).

International Strategic Planning means the ability to plan ahead and stay competitive in the world market, considering the strengths and weaknesses of each individual environment. In fact, the term has extended its importance to become one of central preoccupation of not only private firms but also governments, industries and individuals seeking global successes. The purpose of the course is to examine the specific issues involved in the development of international competitive strategy for various American industries and major firms. Attention will be focused on the following aspects: 1) studying and exploring the meanings and tactics for staying competitive; 2) understanding how and why such strategies are developed; 3) evaluating and analyzing when and why such strategies succeed or fail to offer competitive advantages for a particular firm or industry; and 4) learning and adopting appropriate strategic planning for each individual need and situation. Prerequisites: BUS 565, BUS 567, BUS 592.

BUS 546. International Marketing. (3).

The objectives of this course are 1) to understand the differences between domestic and international marketing; 2) to provide the background and tools necessary to research and analyze major risks and opportunities in foreign markets; and 3) to develop techniques for preparing strategically oriented international marketing plans. Prerequisites: BUS 565, BUS 567, BUS 575 and BUS 592.

BUS 548. SAP for Managers. (3).

IT presents many new opportunities at the enterprise level for the design and implementation of integrated organizational structures and business processes that better align the business to meeting its market demands and allow it to pursue new strategic relationships with other organizations. Enterprise IT primarily involves enterprise resource planning (ERP), supply chain management (SCM), knowledge management (KM), and customer relationship management (CRM) to support and coordinate business activities. This course will explore these opportunities in depth and breadth, including reengineering of business processes, planning enterprise IT, and planning ERP implementation strategies. (cross-listed with IST-548).

BUS 549. International Finance. (3).

This course is designed to familiarize students with the international capital environment and challenges faced by all entrepreneurs seeking global successes. Apart from sessions introducing interest rate parity, purchasing power parity and international Fisher Effect, this course will also cover the pragmatic aspects of finance such as the currency, futures, forwards and options markets. Updated forecasting techniques and methodologies on exchange rates, interest rates and country risk analysis will also be covered. Prerequisites: BUS 521, BUS 531, BUS 551 and BUS 591.

BUS 551. Managerial Accounting. (3).

This course teaches accounting in relation to the decision-making process; various cost systems; relevance of various cost concepts; direct costing, flexible budgets, distribution costing; break-even analysis; capital budgeting; and other techniques of management planning and control.

BUS 552. Real Estate Finance. (3).

This course provides students with an introduction of the application of financial principles to the discipline of real estate. Students should leave this course with an understanding of: investment property analysis and evaluation, commercial real estate and single-family housing loan underwriting, real property valuation, the real estate capital markets, real estate ownership structures and taxation.

BUS 553. Current Issues in Management. (3).

Blending theory and practice, this course offers graduate business students an opportunity to examine emerging issues of importance to contemporary managers. Course content will vary by instructor and may include (but is not limited to) the following: labor/management relations, total quality management, diversity in organizations, issues pertaining to the environment, the value of innovation in the work place and the changing role of organizations in a modern society. Prerequisites: BUS 565, BUS 567 and BUS 568.

BUS 554. Communication for Management. (3).

The purpose of this course is to enhance verbal, nonverbal and written communication skills. Professional and interpersonal dialogue, group communications and processes will be explored. Managerial writing, public speaking, positive self-presentation and techniques for effective meetings will be included. Prerequisites: BUS 565, BUS 567 and BUS 568.

BUS 555. Psychological-Cultural Dynamics of Communication and Persuasion. (3).

This course is part of a series of courses designed to prepare students to provide services customary of business professionals. Ultimately, the goal of the class is for students to enhance their potential to succeed in the business world by augmenting their skills and abilities to communicate and persuade effectively given cultural parameters. The present course will focus on the development of communication skills based on best practices, cultural realities, and methods from several fields central and peripheral to business and management. For example, students will formulate an individual orientation to communication based on theoretical leanings, empirical evidence, and personal preferences. Additionally, students will learn strategies to ascertain what clients attempt to communicate, and strategies to arrive at workable solutions to typical business communication challenges.

BUS 556. C.S.R. and Social Enterprise. (3).

Corporate Social Responsibility and Social Enterprise encompass concepts and practices by which leading entrepreneurial thinkers and trend-setting companies are making the world a better place while achieving their business goals and objectives. Ascending concepts such as sustainability, social ROI, the triple bottom line, earned income strategies, global governance are discussed - as are the Millennium Developmental Goals. Students study the models and examples of well-run businesses that apply their considerable resources and expertise, becoming engines of social progress.

BUS 558. Organizational Dynamics. (3).

Examination of conceptual models used to facilitate planned organizational change and development by internal and external consultants are considered. Topics include necessary skills for interacting within organizations, intervention strategies and managing client-consultant relationships. Case studies of successful and unsuccessful organizational development efforts are analyzed. The course addresses challenges for organizational change within a global environment. Prerequisites: BUS 565, BUS 567 and BUS 568.

BUS 559. Leadership and Managerial Effectiveness. (3).

Development of core competencies and skills needed for effective managerial leadership in organizations is addressed. Study includes the historical development of the field of leadership, examination of various leadership perspectives and models, and various measures of managerial and organizational effectiveness in a global environment. Prerequisites: BUS 565, BUS 567 and BUS 568.

BUS 560. Advanced Estate Planning. (3).

A significant task of a financial planner is to address the estate planning needs of clients. This course covers the more complex areas of trust and tax law not normally included in a financial planning program. The material covered is structured for those who tailor and administer financial and estate plans covering the most important planning concepts and examines the most important techniques used to set and meet the financial goals of the client and their families. The course should provide students with the knowledge necessary to advise clients in estate planning matters as well as to recommend different plans and strategies.

BUS 561. Human Resources Management. (3).

This course is a comprehensive study of current and research-based introduction to the human resource management function. Major themes include global and cultural dimensions, responsibilities for facilitating ethical behavior by employees and the cost/benefit analysis of human resource programs in dollar terms. Prerequisites: BUS 565, BUS 567 and BUS 568.

BUS 563. Studies in Cultures. (3).

Studies in Culture exposes students to the arts & aesthetics with the intended purpose of giving an overview of various arts, their purposes, productions & populations in relation to arts management in the greater society. This course is designed to give an overview & history of the studies & aesthetics of culture including performing arts, museums, art history, fine arts, visual arts, literature, hypermedia arts, video gaming, leisure, theatre & other arts. Students are prepared to interact with a variety of industry specialists in their chosen arts management career.

BUS 564. Behavioral Finance. (3).

This course is intended to explore the field of behavior and to promote an appreciation for the importance of human behavior in the spectrums of households, institutions and society. Behavioral science is an interdisciplinary body of knowledge with strong ties to the social sciences - psychology, sociology, and anthropology, as well as to allied social sciences - such as economics and political science. Behavioral studies uses scientific methods to develop and empirically test theories about human behavior across all spectrums; therefore, the role of the scientific method in understanding and application of knowledge regarding topic areas is quintessential. This course is devoted to understanding the nature and role of reason, emotions and behavior in financial decision-making under uncertainty. The two areas of decision-making behavior that will be thoroughly explored will be in the fields of investment and retirement savings.

BUS 565. Organizational Theory and Development. (3).

Analysis and design of complex organizations with an emphasis on organizational technology is studied. Major theoretical perspectives covered include organization design parameters, structural configurations, organization culture, organizational effectiveness, the external environment, issues related to globalization, change due to emerging organizational technology and others. This course integrates theoretical knowledge with practical applications.

BUS 566. Social Psychology of Leading Clients. (3).

Influencing financial planning clients is a leadership event. Understanding the influential tactics that clients respond to is one of the key success skills that financial planners must master. Understanding the values that their clients have, identifying those values, understanding the goals of the clients, and succeeding in getting clients to change their spending, saving and earning strategies to achieve those goals is crucial to helping both the planner and client succeed. This course will focus on the social psychology of leading and influencing clients through behaviors that the planner displays, developing skills in evaluating client values, and preparing a plan for further development of their leadership skills. The course will stress theoretical approaches and models as well as practical application relevant for financial planners.

BUS 567. Behavioral Sciences for Management. (3).

Investigation and consideration of individual and group behavior within an organizational context is explored. Focus is on the understanding and application of knowledge issues including motivation, group process, leadership, communication, performance enhancement, innovation, cultural diversity and global issues. Integration of theory and practice from a managerial perspective are considered.

BUS 568. Business Ethics. (3).

Situational dilemmas and relationships with employees, unions, customers, competitors, government and society are examined from an ethical point of view.

BUS 569. New Venture Development. (3).

This course studies the development of new business ventures, encompassing classical entrepreneurial approaches and including the corporate, new venture perspective (entrepreneurship). Considerations include idea generation and development, market research methodologies, financial forecasting and spread sheet formulation, and new venture funding. Behavior and motivational patterns of professional corporate managers will be compared to entrepreneurial characteristics. Case histories are applied and class project development is required. Prerequisites: BUS 521, BUS 531, BUS 551 and BUS 591.

BUS 570. Consulting to Business. (3).

This course is a study of unique characteristics of closely held business and techniques of the consulting process. Students will perform actual consulting assignments to local businesses through the Small Business Institute. This course allows students to apply academic theory to actual business operations. Prerequisites: BUS 521, BUS 531, BUS 551 and BUS 591. *Students may petition to have BUS 570 satisfy their Capstone Course requirement.

BUS 571. Marketing Communications. (3).

Marketing Communications introduces students to the broad field of integrated communications with the company's markets and other targets of its messages. Students are taught how to integrate the elements of the promotional mix: advertising, direct marketing, sales promotions, publicity/public relations, customer relations and personal selling. A strategic approach to managing marketing and promotional programs is presented and the coordination of various communication functions is carefully addressed. The challenge of targeting and reaching a company's audiences for its marketing communications, as those markets are becoming more and more fragmented, is investigated. New media approaches to reaching those markets are discussed. Prerequisite: BUS 575.

BUS 572. Marketing Research. (3).

Marketing Research consolidates inputs from a variety of sources, including its own surveys. The inputs are analyzed and the results made available in the form of position reports, from which marketing plans and marketing research reports are developed, which are used as inputs to strategic planning. The decision process and the marketing research process are introduced and the importance of the relationship between the two is stressed. Prerequisites: BUS 575 and BUS 521.

BUS 573. Law for Business Executives. (3).

Analysis of the essential aspects of law which pertain to business including materials from the law of contracts, sales, agency, business organizations, property, negotiable instruments and secured transactions. The effects of government regulation on labor and business are analyzed.

BUS 574. Strategic Management: Capstone Course*. (3).

The central theme of Strategic Management is the general manager or CEO's responsibility to oversee the implementation of a strategy that will result in a sustainable competitive advantage for his or her organization. This course will include steps that lead to strategy, how to translate strategy into tactical plans that drive day-to-day action, how to measure performance of the strategy as well as the tactics, and how to decide the corrective action that should be taken when things go wrong. The purpose of this capstone course is to integrate as much of the student's BUS curriculum as possible into a holistic activity. A goal is to show the student how all of the courses that he or she has taken "fit together." Considerable emphasis is placed upon analysis, evaluation and interpretation of information, outcomes, results, etc. "What does this mean and what should be done?" will be questions that are continually addressed. Prerequisite: All other core courses. *Students may petition to have BUS 570 satisfy their Capstone Course requirement.

BUS 575. Marketing Theory. (3).

Marketing Theory is about understanding and appreciating the basic concepts and fundamentals of marketing and how they can be applied toward improving the prospects of companies faced with the opportunities and challenges of doing business in today's business environment. The materials are up-to-date and "real world," and an effort is made to relate to the situations and realities that students are experiencing in their jobs. The student will assess and solve marketing problems.

BUS 576. Sales Management. (3).

This course discusses sales problems and how to put in place sales management processes designed to solve these problems. The purposes and reasoning behind the material are emphasized and sales management principles are reinforced with actual examples. An effort is made to relate to the situations and realities students experience in the work place. Some topics covered include sales cycles; installing a sales process; strategic selling; selling to distributors; OEMs and VARs; telesales, telemarketing and direct marketing; sales planning, budgeting and reporting; sales compensation plans; sales forecasting; account and territory management; conducting sales effectiveness audits; sales automation and sales organization. Students are introduced to several structured approaches for defining and addressing selling problems and opportunities. Prerequisite: BUS 575.

BUS 577. Negotiation and Conflict Management. (3).

The course is designed to explore the major concepts and theories of the negotiation process. Special emphasis will be given to the dynamics of interpersonal and intergroup conflict and resolution. Topics addressed include interpersonal influence techniques plus tactics and strategies involved with improved bargaining and negotiation. Students will learn key negotiation skills through an interactive experience that includes case studies, readings, videos and role-plays as well as the development of effective negotiation strategies and tactics. The course is designed to be relevant to the broad spectrum of negotiation challenges traditionally encountered by managers in business. Concepts include the nature of negotiation as a tool for managing conflict. The curriculum provides a comprehensive overview of the negotiation process. Students will learn to recognize situations; understand how negotiation works; know how to plan, implement and complete successful negotiations. (cross-listed with PA 577).

BUS 578. Consumer Behavior. (3).

This course is a dynamic analysis of the role of the consumer in the marketplace, purchasing influences and the marketing of both products and services. The knowledge of consumer behavior drives the marketer's research efforts. Prerequisite: BUS 575.

BUS 579. Services Marketing. (3).

Service providers face dramatic changes in their environment, especially the increasingly competitive nature of the marketplace. This requires a distinctive approach to planning and implementing marketing strategy for services as diverse as counseling, consulting, financial services, accounting, healthcare, education and retail. This course integrates traditional marketing theory and creative strategies to address critical issues and tools for the marketing of services. Prerequisite: BUS 575.

BUS 580. Business Transformation. (3).

The purpose of this course is to introduce students to business transformation approaches, methodologies, successes and challenges through scrutiny of recent industry initiatives. Students taking this course will be introduced to current management tools and techniques including activity-based management, value chain analysis, benchmarking, process redesign/automation, shared services/outsourcing, supply chain management and strategic performance measurement. The role of change management and information technology as enablers of the transformation effort will be discussed. Special attention will be given to electronic business/commerce technologies and applications as they relate to business transformation. Classes are organized to stimulate discussion by relating course topics to specific industry cases. The course will leverage both the instructors' and students' occupational experiences to provide students with practical, industry-focused training relevant to today's business environment. Prerequisites: BUS 551 and BUS 591.

BUS 581. Management Concepts for Information Technology. (3).

In today's dynamic and competitive economy, the ability of an enterprise to effectively leverage existing and emerging information technology is a critical success factor in gaining and sustaining a strategic advantage. This course presents management concepts that lead to an understanding of information technology and its role within the enterprise. The challenges of transitioning from legacy technology and business practices to new technology and reengineered business practices will be examined. The course also reviews how to build consensus among business and technology professionals using modern approaches to strategic planning, business process reengineering and system development. Utilizing case studies, the student will apply theory and practice.

BUS 582. Selected Topics. (3).

Topics of current and particular interest in business administration. Students may enroll in more than one selected topics course.

BUS 583. Business Systems Development. (3).

This course provides the student with concepts, tools, and techniques required to analyze business information systems. The course emphasizes structured development approaches using various tools and techniques. The entire Systems Development Life Cycle (SDLC) is introduced. However, the major emphasis will be placed on the problem definition and analysis phases of the SDLC. Topics covered include the role of systems analyst, the systems development life cycle, popular methodologies, systems planning, project management, and systems analysis. A comprehensive case study will be used to apply many of the techniques. Prerequisite: BUS 581. (cross-listed with IST 583).

BUS 584. Data Communications and Network. (3).

Organizations are finding that an effective and efficient means of communicating among distributed entities is a business imperative. This management course addresses current and emerging data communication and networking technologies from a business perspective. The application of these technologies to solve business problems and create competitive advantage is of particular emphasis. Students taking this course will learn to make knowledgeable decisions pertaining to strategies and architects for the deployment of telecommunication technologies. Prerequisite: BUS 581. (cross-listed with IST 584).

BUS 585. Sustainable Operations Management. (3).

Operations management, planning and decision-making activities within an enterprise are studied from two perspectives: first, the theory of the activities within operations management; and second, the applicability and execution within the "sustainable" enterprise. The course provides insights into the trade-offs associated with sustainable operations management decisions and introduces a variety of tools and techniques for assisting managers to make production decisions for both goods and services, implement them in a global ecological environment, and achieve triple bottom line goals for the organization. Individual topics include operations strategy as it relates to the enterprise strategies in the relationships between people, profits and the planet; the tools for production planning, master scheduling, inventory control, forecasting, materials requirements planning, just-in-time systems, quality management and manufacturing and service technologies; and the development, execution and control of sustainable supply chain management (SCM) systems to include the functions of: supplier relationships, logistics, waste management, closed-loop systems, process and product design. Prerequisite: BUS-522.

BUS 586. Information Systems and Business Strategy. (3).

This course provides an overview of contemporary issues in information systems as a strategic and competitive resource for business. The course examines how information technology is aligned to support the goals and strategy of the organization. Topics include strategic planning of information technology, using information technology for competitive advantage, information infrastructure architecture and applications, global information technology issues, information technology as an enabler of business process innovation and information technology-based strategic applications. Prerequisite: BUS 581. (cross-listed with IST 586).

BUS 587. Management Concepts for E-Business. (3).

In today's world the Internet touches part of every business. It has changed the way business is conducted in the world - and has become a requirement for any business to be a competitive player in today's marketplace. Electronic commerce affects professionals across all disciplines of the business world, from finance to government to education, etc. This course provides an overview of electronic commerce, how it is conducted and managed, and its opportunities, along with its risks and limitations. Case studies spanning applications including business-to-consumer, business-to-business, intra-business, electronic funds transfers and underlying technologies will be used for analysis and understanding of both real-world and theoretical electronic commerce business models. Prerequisite: BUS 581. (cross-listed with IST 587).

BUS 589. Economics of Arts & Culture. (3).

A course that covers not only the economics of the fine arts & performing arts, The Economic of Arts & Culture also addresses public policy toward the arts at federal, state & local levels in the U.S. & discussion of the international arts sector is included. The course provides a systematic analysis of the economics of the arts. Theoretical concepts are developed.

BUS 590. Independent Study. (1-4).

Approved research in an area not covered by course work listed in this catalog.

BUS 591. Financial Principles and Policies. (3).

Finance and financial institutions as they relate to the firm and the flow of funds are studied. Emphasis is on the supply and demand of capital, principles and tools of business finance, money and capital markets. Prerequisites: BUS 521, BUS 531 and BUS 551.

BUS 592. International Business. (3).

Changes in the world environment are creating drastically different working conditions for today's businesses. In an effort to understand these working conditions theoretically and practically, this introductory course deals with many of the environments that shape or reflect business realities. These environments will include historic and geographic patterns, as well as political/legal and economic business atmospheres. The socio-cultural and technological environments in which businesses participate will be highly emphasized. Course information will be presented through lecture, case study, guest speakers, videos, research projects and other pertinent learning avenues. Prerequisites: BUS 565, BUS 567.

BUS 593. Investment and Portfolio Management. (3).

A study of the various types of available investments and the functions of financial intermediaries in money and capital markets. Study will also be given to the problems encountered in the management of a portfolio of investments. Prerequisites: BUS 521, BUS 531, BUS 551 and BUS 591.

BUS 594. Insurance Planning for Business Owners. (3).

Small- to medium-sized businesses and professional practices are a primary market for the experienced financial planner. It is pivotal for the planner to: understand and anticipate the client's risks and concerns, provide the client with workable and practical solutions to mitigate risks, and provide the client with viable incentive and reward packages to attract and retain highly skilled and valued employees. This course uses a theory- practice approach of readings, class discussion, discussion boards, assessment tools, and case studies to provide students with an in-depth analysis of these problems and their solutions.

BUS 596. Business of Renewable Energy Technologies. (3).

Renewable Energy Technologies are becoming more and more mainstream. Many countries around the world, including the United States, are instituting policies in support of the development of renewable energy power plants. This course aims to bring an understanding of the technologies, business opportunity, financing and regulatory aspects, and "how to put it all together". A wide range of topics including ocean, hydroelectric, biomass and biofuels, geothermal, wind and solar technologies will be examined. The course explores the status of renewables and current government initiatives, provides a comparison of global business landscapes in support of renewable energy, and evaluates business prospects of developing alternative energy power plants in the United States and abroad.

BUS 597. Sustainable Marketing. (3).

This course is structured around strategic, functional and tactical marketing activities and decisions. The major theme of the course is how marketers can reinvent strategy and craft solutions assuming a sustainable paradigm that represents a circular use of resources, not the linear approach that leads to waste and pollution of ecosystems. Throughout the course, the emphasis will be on how social and environmental aspects are integrated in every step and every action of the whole marketing process. The course also addresses the increasing demand for green products - environmentally friendly, safe, and beneficial for consumers. The triple bottom line framework is discussed with focus on how the sustainability concept inspires new product innovations and brings life-cycle awareness into the product design process. Students will also examine the role of NGOs, regulators and communities which influence building sustainable marketing strategy.

BUS 598. Fundraising, Board Development and Succession Planning. (3).

A course designed to prepare higher level expertise for students interested in fundraising & succession planning in arts organizations in both the for profit & non-profit sectors.

BUS 599. Mergers & Acquisitions. (3).

Mergers & Acquisitions in an advanced course in finance. This course includes up-to-date information on corporate practices relating to Mergers & Acquisitions. The contents of the course should benefit students who plan to work in investment banking, corporate development or management consulting. This is a fast paced course geared towards an interactive learning environment. The intent of this course is to study relevant areas that impact Mergers & Acquisitions, including fundamental financial analysis and valuation, legal/accounting issues, the process of buying and selling a company and post merger integration. The course will be taught from the perspective of corporate development and investment banking. The course's approach is intended to provide practical and real world application while developing the students' conceptual and strategic thinking and decision-making skills.