

# Business Administration (BA)

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Course information contained within the Bulletin is accurate at the time of publication in July 2024 but is subject to change. For the most up-to-date course information, please refer to the Course Catalog.

## **BA 1001. Business Seminar I. 1 Credit Hour.**

This course provides students with the foundation necessary for success in college. Students engage in interactive workshops to develop the academic, professional, and life skills required for Fox School of Business students. Topics include: study habits, industry alignment, time management tools, goal setting techniques, financial literacy, embracing/understanding diversity, and university resources. Students work closely with an Academic Advisor to develop an academic plan. NOTE: This course can NOT be taken by juniors or seniors, as the intended audience is new freshman and/or sophomores.

**Class Restrictions:** May not be enrolled in one of the following Classes: Junior 60 to 89 Credits, Senior 90 to 119 Credits, Senior/Fifth Year 120+ Credits.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt, University Studies.

**Repeatability:** This course may not be repeated for additional credits.

## **BA 1002. Business Seminar II. 1 Credit Hour.**

Business Seminar II is a one-credit course that encourages first-year students to discover major interests through applied learning and other career-oriented experiences. The course exposes students to career paths in business and encourages major exploration through discussions with faculty, informational interviews, readings, and opportunities to practice skills needed to become more efficient students. The course will also reintroduce the rigors of higher education. Many topics covered in this course not only apply to your growth as a student, but also to your social and professional development.

**Repeatability:** This course may not be repeated for additional credits.

## **BA 1103. Legal and Ethical Reasoning in Business. 3 Credit Hours.**

Legal and Ethical Reasoning in Business examines how legal and ethical principles guide the decisions of business managers in their capacities as employees, supervisors, professionals and individuals. It explores legal, economic and moral theories of the firm to help managers make legal and ethical decisions, recognizing that some such decisions may not lead to short-term profits. The course provides analysis of useful tools and frameworks for managers that facilitate decision-making consistent with the rules of law, the rules of professional responsibility, expectations of stakeholders, and the policies and values of their firms. In the process of course engagement, students will develop their analytical skills, their written and oral communication skills, and their ability to think critically about some of the most pressing legal and ethical issues in business and society today.

**Repeatability:** This course may not be repeated for additional credits.

## **BA 1901. Honors Research Methods in Business. 1 Credit Hour.**

Students are introduced to a variety of research methods, including online and library research. They also learn the basics of statistical analysis and statistical software. Finally, students receive instruction in writing, with particular attention to how one presents research. This course is restricted to students in the Fox School Research Scholars Program. NOTE: This course is restricted to students in the Fox School Research Scholars Program.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

**Course Attributes:** HO

**Repeatability:** This course may not be repeated for additional credits.

## **BA 1903. Honors Legal and Ethical Reasoning in Business. 3 Credit Hours.**

Honors Legal and Ethical Reasoning in Business examines how legal and ethical principles guide the decisions of business managers in their capacities as employees, supervisors, professionals and individuals. It explores legal, economic and moral theories of the firm to help managers make legal and ethical decisions, recognizing that some such decisions may not lead to short-term profits. The course provides analysis of useful tools and frameworks for managers that facilitate decision-making consistent with the rules of law, the rules of professional responsibility, expectations of stakeholders, and the policies and values of their firms. In the process of course engagement, students will develop their analytical skills, their written and oral communication skills, and their ability to think critically about some of the most pressing legal and ethical issues in business and society today.

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

**Course Attributes:** HO

**Repeatability:** This course may not be repeated for additional credits.

**BA 2002. Business Transfer Seminar. 1 Credit Hour.**

The Business Transfer Seminar is a one-credit optional course that introduces transfer students to the Fox School of Business and Management and Temple University. Students will be given an opportunity to discover major interests, work on career planning and development and orientate themselves to their new campus. The course will encourage students to explore their individual strengths, engage with faculty, staff and fellow students, and gain new connections on and off campus. Many topics covered in this course not only apply to your growth as a student, but also to your social and professional development.

**Repeatability:** This course may not be repeated for additional credits.

**BA 2101. Professional Development Strategies. 1 Credit Hour.**

Prepare students to enter the internship and permanent job marketplace. Emphasis on career planning, interview preparation (including behavioral event interviewing), expected behaviors and legal issues. Presentation and writing skills will be included. NOTE: It is recommended that all FSBM students take this course as soon as they have completed 45 credit hours.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 2104. Excel for Business Applications. 1 Credit Hour.**

The purpose of this online course is to prepare you to use Excel as a tool for solving business problems. You may be familiar with Excel but this course focuses on tools and Excel features that will specifically prepare you for your business courses, job interviews and for your professional life. You will learn how to use Excel efficiently, how to create formulas, use functions, produce and format charts, create reports and Pivot Tables, and use what-if-analysis for managerial decision making.

**Repeatability:** This course may not be repeated for additional credits.

**BA 2196. Business Communications. 3 Credit Hours.**

Business Communications is a writing-intensive workplace-oriented course designed to help students develop and refine the oral, written, and analytical skills necessary to communicate effectively in professional settings. Students will learn to effectively edit their own writing, understand how businesses communicate to an audience, and enhance their presentation and persuasive skills. Teaching method is small group discussion and workshop. NOTE: This course counts toward the university requirement that students complete two writing-intensive courses in their major, and it also counts as a lower level Business Core Course. Students who take this course to fill either requirement need a C- or better for the class to count towards graduation. Students who have earned credit for English 2007 or English 2596 will not earn additional credit for this course.

**Course Attributes:** WI

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (BA 1103, BA 1903, HRM 1101, or HRM 1901)

**BA 2501. Turning Numbers into Knowledge: Visualizing Data. 3 Credit Hours.**

Corporations generate oceans of data, and the rate of data production is increasing over time. Human's ability to process this information is constant. How can we deal with this information deluge? Answer: A good visualization can be worth many gigabytes of data. This course will not only teach you about good visualizations, but will also focus on using the right visuals to effectively communicate your message. After completing this course, you will be able to identify the context of the data, select appropriate data and visualization techniques to maximize efficacy, focus your audience's attention, extract information from the data, and make compelling recommendations - really, tell a meaningful story with data. You will practice visualization techniques in a hands-on environment with a variety of datasets and data types, allowing you to quickly make great looking charts and graphs that can be directly applied to real-world situations.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (STAT 2103, STAT 2903, STAT 2104, STAT 2102, STAT 2902, AS 2505 (may be taken concurrently), MATH 3031, or ISE 2101)

**BA 2951. Honors Turning Numbers Into Knowledge: Visualizing Data. 3 Credit Hours.**

Corporations generate oceans of data, and the rate of data production is increasing over time. Human's ability to process this information is constant. How can we deal with this information deluge? Answer: A good visualization can be worth many gigabytes of data. This course not only teaches you about good visualizations but also focuses on using the right visuals to effectively communicate your message. After completing this course, you can identify the context of the data, select appropriate data and visualization techniques to maximize efficacy, focus your audience's attention, extract information from the data, and make compelling recommendations - really, tell a meaningful story with data. You practice visualization techniques in a hands-on environment with a variety of datasets and data types, allowing you to quickly make great looking charts and graphs that can be directly applied to real-world situations.

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

**Course Attributes:** HO

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (STAT 2103, STAT 2903, STAT 2104, STAT 2102, STAT 2902, AS 2505 (may be taken concurrently), MATH 3031, or ISE 2101)

**BA 2996. Honors Business Communications. 3 Credit Hours.**

Business Communications is a writing-intensive workplace-oriented course designed to help students develop and refine the oral, written, and analytical skills necessary to communicate effectively in professional settings. Students will learn to effectively edit their own writing, understand how businesses communicate to an audience, and enhance their presentation and persuasive skills. Teaching method is small group discussion and workshop. NOTE: This course counts toward the university requirement that students complete two writing-intensive courses in their major, and it also counts as a lower level Business Core Course. Students who take this course to fill either requirement, need a C- or better for the class to count towards graduation.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

**Course Attributes:** HO, WI

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (BA 1103, BA 1903, HRM 1101, or HRM 1901)

**BA 3102. Business Society and Ethics. 3 Credit Hours.**

This course challenges students to consider the ethical obligations of corporations and their employees to a wide variety of societal stakeholders. Students are exposed to a broad range of ethical dilemmas that can arise in the business world and are offered the tools and taught the skills to respond to such dilemmas. Most significantly, the course encourages students to critically examine a preeminent societal institution of which they are a part, with the possibility that they can ultimately be forces for positive change.

**Field of Study Restrictions:** Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Corporate Social Responsibility, Economics, Economics, Entrprnrshp & Innovation Mgt, Entrepreneurship, Ethics, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, ProRanger- Natl Park Svc Mgt, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

**Course Attributes:** SI

**Repeatability:** This course may not be repeated for additional credits.

**BA 3103. Integrative Business Applications. 3 Credit Hours.**

This course integrates various functional business disciplines to help the student develop an understanding of business practices. Students will learn to view organizations as integrated systems based on the knowledge accumulated to date in the BBA Core and provide students with an opportunity to address problems faced by organizations from an integrated perspective. This course will bridge the gap between theoretical class work and business practice. NOTE: Students will use business simulation software to allow them to test alternative ways to operate a business in a competitive environment.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (FIN 3101, FIN 3901, FIN 3502, or AS 2503), (MIS 2101 or MIS 2901), (MSOM 3101 or MSOM 3901), and (RMI 2101 or RMI 2901)

**BA 3531. Sustainability on the Ground. 3 Credit Hours.**

Explores how sustainable business practices influence an organization's success by working individually on sustainable projects at a local company in the Philadelphia region. Topics covered include: consulting skills, communication, presentation skills, employee engagement, leadership development, project management and more based on the consulting opportunity provided by the company. This course is available every semester but students should discuss potential projects with the designated faculty member at least the semester before they plan to register. No exceptions will be made to the prerequisites. Note regarding prerequisites: LGLS 3511 is a fall only class. HRM 2511 is a spring only class.

**Course Attributes:** SF, SS

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of D- in HRM 2511 and LGLS 3511.

**BA 3580. Special Topics - Business Administration. 1 to 3 Credit Hour.**

Special topics in current developments in the field of business administration.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 3581. Co-operative Experience in Business. 3 Credit Hours.**

The course is designed for Fox students who have a full time business co-operative which will take place over a semester, and which requires them to stop attending classes during that semester. NOTE: Arrangements are made through the Center for Student Professional Development. This course is for Fox School of Business undergraduate majors only.

**Field of Study Restrictions:** Must be enrolled in one of the following Fields of study: Accounting, Actuarial Science, Business Management, Economics, Economics, Entrprnrship & Innovation Mgt, Entrepreneurship, Finance, Financial Planning, General Business Studies, Human Resource Management, International Business, Law & Business, Legal Studies, Management Information Systems, Marketing, Real Estate, Risk Management and Insurance, Supply Chain Management, Statistical Sci + Data Analyt, Undeclared-Business & Mngt.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 3582. Independent Study. 1 to 3 Credit Hour.**

Readings and/or papers in consultation with a faculty member.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 3591. Directed Business Research. 1 to 4 Credit Hour.**

Directed Business Research provides an individualized method of learning and an in-depth treatment of a topic of interest, while receiving input and supervision from a faculty expert. The course provides hands-on, practical experience working with a Fox School of Business research faculty on an ongoing research project. All students must apply and obtain special approval to be added to the course. This course is primarily designed for students in sophomore and junior years. Exceptional students from other classes may be considered on a case-by-case basis.

**Class Restrictions:** May not be enrolled in one of the following Classes: Freshman 0 to 29 Credits.

**BA 3902. Honors Business Society and Ethics. 3 Credit Hours.**

This course challenges students to consider the ethical obligations of corporations and their employees to a wide variety of societal stakeholders. Students are exposed to a broad range of ethical dilemmas that can arise in the business world and are offered the tools and taught the skills to respond to such dilemmas. Most significantly, the course encourages students to critically examine a preeminent societal institution of which they are a part, with the possibility that they can ultimately be forces for positive change. NOTE: Honors section of Business Administration 3102 (0215).

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

**Course Attributes:** HO, SI

**Repeatability:** This course may not be repeated for additional credits.

**BA 3903. Honors Integrative Business Applications. 3 Credit Hours.**

This course integrates various functional business disciplines to help the student develop an understanding of business practices. Students will learn to view organizations as integrated systems based on the knowledge accumulated to date in the BBA Core and provide students with an opportunity to address problems faced by organizations from an integrated perspective. This course will bridge the gap between theoretical class work and business practice. NOTE: Honors section of Business Administration 3103. Students will use business simulation software to allow them to test alternative ways to operate a business in a competitive environment.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

**Course Attributes:** HO

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (FIN 3101, FIN 3901, FIN 3502, or AS 2503), (MIS 2101 or MIS 2901), (MSOM 3101 or MSOM 3901), and (RMI 2101 or RMI 2901)

**BA 3980. Honors Special Topics - Business Administration. 1 to 3 Credit Hour.**

Honors special topics in current developments in the field of business administration.

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS.

**Course Attributes:** HO

**Repeatability:** This course may be repeated for additional credit.

**BA 4101. Global Business Policies. 3 Credit Hours.**

An integrative course that focuses on strategic planning, policy formulation, implementation, and corporate-wide decision making through the use of comprehensive case problems.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (BA 3103 or BA 3903)

**BA 4102. Strategic Management. 3 Credit Hours.**

Strategic Management (BA 4102) is the last required core class in the Fox undergraduate curriculum, culminating the BBA program learning experience. This course introduces the student to the role of the "strategic manager," who is concerned with an organization's challenges and opportunities, and responsible for its overall long-term success. The primary goal of the course is to provide students with the critical thinking skills necessary to function as a strategic manager. The course uses a "tying-it-together" approach providing students with challenges of strategic analysis, formulation, and implementation within the context of the single-business / single market firm, as well as the multi-business / multi-market firm. While the point of view of the decision-maker is that of the top management team (who must be concerned with more than a single functional area), the skills and knowledge developed in this course are relevant to those who head business units, as well as the staff people and consultants who work with the top managers. Just as top managers must integrate and apply the knowledge and competencies from the functional areas across the organization, so too must students integrate and apply the knowledge accumulated from their functional major courses, such as marketing, human resource management, operations, accounting and finance. Whatever your position in an organization, you are likely to be more effective if you understand your organization's strategy and your place in it.

**Class Restrictions:** Must be enrolled in one of the following Classes: Senior 90 to 119 Credits, Senior/Fifth Year 120+ Credits.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (FIN 3101, FIN 3901, or AS 2503), (BA 1103, BA 1903, LGLS 1101, or LGLS 1901), (MSOM 3101 or MSOM 3901), (BA 2196 or BA 2996), and (RMI 2101 or RMI 2901)

**BA 4901. Honors Global Business Policies. 3 Credit Hours.**

An integrative course that focuses on strategic planning, policy formulation, implementation, and corporate-wide decision making through the use of comprehensive case problems.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

**Course Attributes:** HO

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (BA 3103 or BA 3903)

**BA 4902. Honors Strategic Management. 3 Credit Hours.**

The honors equivalent of BA 4102, Honors Strategic Management (BA 4902) is the last required core class in the Fox undergraduate curriculum, culminating the BBA program learning experience. This course introduces the student to the role of the "strategic manager," who is concerned with an organization's challenges and opportunities, and responsible for its overall long-term success. The primary goal of the course is to provide students with the critical thinking skills necessary to function as a strategic manager. The course uses a "tying-it-together" approach providing students with challenges of strategic analysis, formulation, and implementation within the context of the single-business / single-market firm, as well as the multi-business / multi-market firm. While the point of view of the decision-maker is that of the top management team (who must be concerned with more than a single functional area), the skills and knowledge developed in this course are relevant to those who head business units, as well as the staff people and consultants who work with the top managers. Just as top managers must integrate and apply the knowledge and competencies from the functional areas across the organization, so too must students integrate and apply the knowledge accumulated from their functional major courses, such as marketing, human resource management, operations, accounting and finance. Whatever your position in an organization, you are likely to be more effective if you understand your organization's strategy and your place in it.

**Class Restrictions:** Must be enrolled in one of the following Classes: Senior 90 to 119 Credits, Senior/Fifth Year 120+ Credits.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Cohort Restrictions:** Must be enrolled in one of the following Cohorts: SCHONORS, UHONORS, UHONORSTR.

**Course Attributes:** HO

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C- in (FIN 3101, FIN 3901, or AS 2503), (BA 1103, BA 1903, LGLS 1101, or LGLS 1901), (MSOM 3101 or MSOM 3901), (BA 2196 or BA 2996), and (RMI 2101 or RMI 2901)

**BA 5001. Industrial Organization for Business Strategy. 1 to 3 Credit Hour.**

The course is an applied managerial economics course; industrial organization serves as a foundation for business management and strategy. The course provides the framework within which to study market equilibrium, firm and consumer behavior, and strategic interactions through the lens of firm and firm management. The tools of managerial economics are applied to study problems involving business strategy, industry evolution and dynamics, pricing methodologies, dealing with competitors, managing under uncertainty, asymmetric information, price discrimination, antitrust, auctions, and externalities.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5002. Socioeconomic Context of Business. 3 Credit Hours.**

Today's business environment is full of challenges in the form of global competition, regulatory change, rapid technological change and domestic and international market instability. In this context, knowledge of both micro- and macro-economics is becoming an increasingly important tool for solving real world problems. This course is divided into two modules. In the first module, we delve into the microeconomics foundations of business. In the second module, we focus on domestic and global macroeconomics. Economics is a basic underpinning of firm strategy. Economics focuses on the role of markets, the economic behavior of consumers and enterprises, market efficiency, the role of the public sector, firm behavior and the organization of industry. We will discuss important ways in which markets fail, and the challenges and opportunities these market failures create for entrepreneurs and existing businesses. Macroeconomics involves the study of the performance of national economies and the policies that governments use to try to improve economic performance. In this section of the course, we will discuss key economic concepts and data such as GDP, employment, interest rates, inflation, business cycles, and exchange rates to better understand the meaning and significance of these data and their impact on the business environment.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.



**BA 5003. Legal and Ethical Foundations of Business. 3 Credit Hours.**

Business leader's face values conflicts. This course analyzes economic and moral theories people use to assess whether proposed actions are right or wrong, good or bad, just or unjust. While moral theories can guide our thinking, we explore why they do not always guide our behavior. That brings us to the law. Laws constitute socially imposed incentives and disincentives to encourage people to do what society deems "right". In that way, law represents substantive decisions by the state that are values-based and do not necessarily yield just results. In this course, we come to understand that our laws are not without moral import and that ethics must inform the law because the law in and of itself does little work in informing what should be. It mostly speaks to what is.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5051. Enterprise Management Consulting Experience (EMC) I. 3 Credit Hours.**

The EMC Practicum is an innovative hands-on learning experience involving faculty and students. During their practicum, cross-cultural student teams will assist firms or divisions on a live consulting project. MBA student teams will integrate course work, business experience, and primary and secondary research into highly professional market entry strategies or business plans.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5052. Enterprise Management Consulting Experience (EMC) II. 3 Credit Hours.**

The EMC Practicum is an innovative hands-on learning experience involving faculty and students. During their practicum, cross-cultural student teams will assist firms or divisions on a live consulting project. MBA student teams will integrate course work, business experience, and primary and secondary research into highly professional market entry strategies or business plans.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5087. Leadership and Professional Development Practicum. .5 to 1.5 Credit Hours.**

This academic content provides students with an understanding of human behavior in organizations and the means through which managers can influence that behavior. Specifically, the class considers key situations where the effective exercise of leadership can materially contribute to the achievement of strategic organizational objectives. Emphasis is placed on identifying and developing the personal skills and perspectives necessary to establish and maintain a leadership position, e.g., self-awareness and abilities in such areas as communication, decision-making, problem solving, and behavioral management. These skills are then applied through a carefully crafted practicum to facilitate acquisition of competencies through professional and career development opportunities and planned opportunities to exercise leadership with the context of the program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5088. Ethical Decision Making in Business and Professional Development Practicum. .5 to 1.5 Credit Hours.**

This academic content looks at business in the context of its various stakeholders, including shareholders, management, employees, customers, suppliers, government regulators, and local/national/global communities. It explores a range of issues from the role of business in society at large to the ethical dimensions of ordinary business decision-making. Emphasis is placed on identifying and developing the personal skills and perspectives necessary to engage in ethical decision making and leadership e.g., personal ethical behavior, facing ethical dilemmas, whistle blowing and ethical responses to unethical corporate practices. These skills are then applied through a professional development practicum to facilitate acquisition of competencies through professional and career development opportunities and planned opportunities to exercise ethical decision making within the context of the program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5111. Globalization. 1.5 Credit Hour.**

Gives students an understanding of the nature and complexity of the dynamic global environment that serves as the external context for the operations of international companies and that is an integral part of understanding international business. Explores the phenomena of globalization and the interdependence of nation states as they impact companies and industries throughout the world.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5112. Managing Risk. 1.5 Credit Hour.**

Examines in detail the holistic risk management process from the perspective of an international corporation and defines what risk management is and why organizations have risk managers. Class discussion topics include ethical risk and insurance management practices, as well as administrative and strategic aspects of global corporate risk management such as drafting risk management policy statements, setting risk management goals, and examining how a risk manager operates within a complex international organization.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5113. The Valuation of Firms. 1.5 Credit Hour.**

Introduces the use of accounting numbers for valuation for both external purposes, including investor models of firm value and credit risk assessment, as well as internal purposes, including project assessment and performance evaluation. Focuses specifically on an accounting review of fundamentals, firm valuation, cash flows, earnings, modeling financial distress, and using residual income to evaluate performance.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5114. Entrepreneurial Thinking and Innovation. 1.5 Credit Hour.**

Examines issues relevant for entrepreneurs engaged in start-up or early stage ventures as well as those important to managers and stakeholders of new ventures within established organizations, including concepts, skills, know-how, information, attitudes and alternatives. Focuses on two key success factors in new enterprise formation: the entrepreneur and his/her ability to create and recognize opportunities.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5115. Law and Ethics in Business. 1.5 Credit Hour.**

Imparts a sense of when and how the legal system may affect business, particularly in the areas of contract, tort, and government regulation. Develops an appreciation of the fact that law and ethics seem many times in business to converge, while in other instances what is legal may not be ethically correct. Explores through discussion of business ethics case studies how such situations arise and how they might be resolved or prevented. Includes training for online research, especially in legal areas using Lexis-Nexis database, and practice in the art of making well-reasoned written and oral arguments.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5116. Information Technology Perspectives. 1.5 Credit Hour.**

Provides through discussions of technological and organizational issues an overview of the basic concepts underlying the development and implementation of emerging information technologies that are reshaping businesses and business practices. Culminates in a case study development project.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5117. Managing People and Organizations. 3 Credit Hours.**

Focuses on basic issues concerning the management of organizations and human resources, with major emphasis on critical analysis, problem solving and performance evaluation. Provides opportunities to improve managerial and leadership skills through verbal presentations, group work, and specific case analysis.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.



**BA 5118. Strategic Performance Management. 3 Credit Hours.**

This course has been designed to emphasize two fundamental issues in contemporary management practice: strategic cost analysis and management control. Strategic cost analysis deals with how managers' actions affect costs and revenues in a competitive context, and how financial and nonfinancial information can support decisions that enhance the value of the firm. Management control pertains to a study of systems designed for performance measurement and evaluation, rewarding and motivating employees, and coordinating business operations. The emphasis will be on transformational systems such as activity based costing and balanced scorecard.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5119. Real World Problems and Cases for Managers: An Interdisciplinary Approach. 3 Credit Hours.**

The ability to analyze and respond quickly to pressing and often complicated problems is a critical skill set for successful managers and corporate leaders. This interdisciplinary course is designed to increase student confidence and competence in "casing" to prepare for business problems likely to be faced in job interviews and future employment. The focus will be on honing analytical techniques and skills necessary to identify, develop, and implement solutions to significant business problems. Students will analyze several cases and a live business project. The course expands upon knowledge and skills offered in MBA core courses to further enhance student ability to address complex, real world situations.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5170. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5180. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5182. Independent Study. 1 to 6 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5187. IMBA Practicum: Corporate Visits and Mentoring. 1 to 6 Credit Hour.**

This practicum is consists of selected visits to a variety of multinational corporations in Europe, Asia and Philadelphia. Students are exposed to senior officials who outline the factors that go into their international strategic decision making. These interactive sessions, which include question and answer periods, are designed to provide real world insights to corporate behavior and to highlight factors that are important in the international arena. In addition, students may engage in team projects during their summer practicum in Asia.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5190. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5282. Independent Study. 1 to 3 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5287. Fox MBA Capstone Experience. 3 Credit Hours.**

The capstone experience for the Fox MBA is designed to integrate and apply concepts and skills learned across the entire MBA program. In the capstone, students combine theory, evidence and experience to analyze and solve a strategic challenge in a rigorous, thoughtful way. This course helps learners structure unstructured strategic challenges; develop the ability to recognize and assess strategic opportunities; conduct top-notch market, industry and competitive analysis; foresee strategic implementation issues; support strategic recommendations with financial decision models; manage teams; and lead change by generating support for recommendations. Note: Prior to Summer 2023, the course was titled "Fox Management Consulting Practicum."

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5389. Global Immersion Experience. 1 to 6 Credit Hour.**

This course provides field experience in an emerging market economy that allows students an immersive experience in which they observe firms and participate in short term projects to provide a much greater understanding of the application of MBA coursework in assessing the strategic landscape of the destination country.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Master of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5411. Business Fundamentals I. 3 Credit Hours.**

A two-week, intensive course prepares new students for the Fall semester by giving an overview of critical business practices - namely ethical behavior and influential communication - as well as addressing current business issues with industry professionals. In addition to laying a foundation for the coursework in the program, this course will explore fundamental issues that permeate all course content, such as ethics and legal compliance, persuasive organizational communication, and current events impacting the domestic and global economy.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5412. Business Fundamentals II. 3 Credit Hours.**

This course is an overview of industry, allowing students to develop a business vocabulary conducive to discussion of critical issues facing businesses in today's global economy. Business is explored by examining its place within a national and global system, and the typical structures that influence commerce. Students will be exposed to current issues associated with the central management functions of marketing, strategy, finance, accounting, human resources, information systems, and operations. In addition, students will discuss ethical and social issues with regards to their impact on businesses. Underpinning these discussions will be an understanding of basic macro and micro economic concepts.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Co-requisites:** BA 5411.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5486. Capstone Experience: Internship. 1 to 3 Credit Hour.**

The MiM internship is a practical work experience that will typically lead to full-time employment. The experience comes at the end of the program, such that the student has the opportunity to apply classroom learning in a workplace setting related to their desired career field. Students use models of critical and reflective thinking to merge classroom theory with their practical experience. This course will provide you with opportunities important to your future. Over the course of the semester, you will gain firsthand, real-world experience that will help you enhance your skills and knowledge, build your professional network, and explore potential career paths.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Pre-requisites:** Minimum grade of C in FIN 5411 and SGM 5411.

**BA 5487. Capstone Project. 3 Credit Hours.**

The MiM project course may be chosen as a substitute for Internship (BA 5486). The course integrates all previous MiM classwork and applies that integrated knowledge to solving a strategic problem in an evidence-based and theoretically informed way. The primary focus of the course is to enable practical application of all previously learned MiM concepts through student teams engaging with actual clients or industry experts to solve real world challenges. This course is designed to help you develop your ability to recognize and assess strategic opportunities; conduct top-notch market, industry and competitive analysis; foresee strategic implementation issues; and lead change by generating support for your recommendations. This course is also designed to produce useful results for coping with both very real strategic problems and noteworthy uncertainties.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of C in FIN 5411 and SGM 5411.

**BA 5651. Business Analytics Capstone. 3 Credit Hours.**

The course is designed as the capstone experience for the MS in Business Analytics program and, as such, synthesizes all of the learning from previous coursework in this program. Student groups are paired with firms and work as consultants to provide data analytic solutions. This will allow students a first-hand perspective on decision making by management and understanding the organizational implications.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 5685. Internship or Externship in Business. 1 to 3 Credit Hour.**

This course is an independent study in which students will apply their business knowledge in a "real-world" context such as an internship or externship as part of a project for an employer. Therefore, this course presents the opportunity to reinforce and augment what students have learned in the classroom. This course is a hands-on experience aimed at preparing the student for work in a business-oriented career. As an individualized experience, the particular skills and concepts upon which students will draw will differ depending on the particular project and company.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for a total of 6 credit.

**BA 5687. Advanced Professional Development Strategies. 0 Credit Hours.**

Advanced Professional Development Strategies is designed to help graduate students connect past education, current education, and professional experience to rewarding career opportunities. Because the personal stakes associated with managing one's career are high, the topics in this course involve more than "intellectual" comprehension. Accordingly, this course will focus on selected aspects of 1) career exploration, 2) the internship and job search, and 3) the "unwritten rules of engagement" in the professional work environment.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5751. Multinational Management and Policy. 3 Credit Hours.**

Enhance the diagnostic and problem solving capabilities of decision-makers when confronted with a variety of strategic and/or operational problems in a diverse set of domestic and international environments and situations. Integrate material from functional and general management courses and apply it in the diagnosis and solution of problems that require an integrated company-wide approach. Relies heavily on the case study approach and builds on the Fall course of Management Processes in Global Corporations. Note: Enrollment limited to students in the IMBA program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5800. Special Topics. 3 Credit Hours.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5801. Industrial Organization and Corporate Strategy. 3 Credit Hours.**

Today's executives face an array of commercial problems, a need to develop winning corporate strategies, and the capability to seek practical solutions to critical business issues. The primary focus of this course is on the application of principles of industrial organization to the development and evaluation of corporate strategy. The course will be taught from the perspective of a current executive. In this course, you will examine market function, consumer and firm behavior, and implications for market efficiencies. You will examine how knowledge of markets can be used to establish competitive position. You will use national accounting data to analyze the influences of governmental fiscal, monetary, and trade policies, employment, interest rates and economic growth (or decline) on the executive's options in making key strategic decisions. Realistic short business case study examples are provided demonstrating the power of combining the knowledge of economics with analytical tools that yield valuable insights to solve an array of specific internal commercial problems.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5804. Global Enterprise Mgt. 3 Credit Hours.**

Learn about multinational business firms and the strategies used to gain competitive advantage in international markets. Develop analytical techniques for studying problems facing multinational firms and designing systems for managing multinational enterprise.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5851. Strategy Formulation and Administration. 3 to 4 Credit Hours.**

Participate in an interactive learning experience while examining the functions, role and skills of top-level executives. Knowledge gained and analytical methods used, in prior courses will be used in analyzing cases from the perspective of the chief executive. Implementation of strategies will be a primary focus. Enrollment limited to students in the Executive M.B.A. program.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 5882. Independent Study. 1 to 6 Credit Hour.**

Study in particular aspects of business administration under the direct supervision of a graduate faculty member. No more than six semester hours of independent study may be counted toward degree requirements.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5890. Special Topics. 1 to 6 Credit Hour.**

Special topics courses are developed to cover emerging issues or specialized content and they do not repeat material presented by regular semester courses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 5955. Policy Formulation and Administration. 3 Credit Hours.**

Policy and strategy decision-making roles of top-level managers. Total enterprise problems involving integration of organization objectives, relationships between organization objectives and societal values, policy formulation, corporate strategy, and implementation of top management decisions. Limited to students admitted to MBA program prior to Fall 2005. Note: Intended to be taken in the final semester.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 8100. Translational Business Research. .5 to 3 Credit Hours.**

Translational Business Research is designed to facilitate research projects focused on translating research findings into management impact for business leaders and policy makers. Students work with research faculty guides to carry out a thematic series of research projects, learning new methods as needed. They learn also to communicate the results and implications effectively to leaders in positions to implement the research insights. Note: The course is open to graduates of the Temple University Doctor of Business Administration program (or equivalent) who have 1) identified a theme for ongoing business research and 2) secured a commitment from a member of the Fox School of Business graduate research faculty to act as research guide and co-author. The course is open to other students who have a graduate degree in business or a related field, with faculty permission. Faculty commitment must be reaffirmed before a student can register for another semester of the course.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 8985. Teaching in Higher Education: Business. 3 Credit Hours.**

This course is required for any student seeking Temple University's Teaching in Higher Education Certificate. The course focuses on the research on how people learn best teaching practices, with the aim of preparing students for effective higher education teaching. All educational topics are considered through the lens of teaching in particularly scholarly areas or disciplines. Course instructors will model innovative teaching methods and uses of technology throughout the semester, providing an experiential component to the learning. The course specifically focuses on the application of the course content to the teaching of courses in business and management.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9001. Organizations and Management Theory. 3 Credit Hours.**

This course acquaints students with classic works, current representative theories, and empirical research in the fields of organization behavior and management. Material is grouped into twelve perspectives/topic areas: bureaucracy, scientific management, human relations, contingency theory, lean & quality management, transaction cost theory, network approach, national culture, human resource development, power & politics, labor process, and complexity/chaos theory. Emphasis is on understanding the range of approaches in these fields and developing critical analysis skills.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9002. Scientific Inquiry-Management Research. 3 Credit Hours.**

This course examines the nature and logic of empirical science, with particular attention to theoretical and applied business research. Topics include: the scientific method, positivism, paradigms, interpretive approaches, postmodernism, and critical research. The course also introduces a range of methods and techniques current in business research, including "grounded theory," measurement, interviewing, survey design, case studies, causal modeling, longitudinal and historical analysis, experiments, and research ethics. Students are asked to apply each of the course topics to the design of research on a topic of their own choosing. There is also a laboratory session in the use of the SPSS statistical package to analyze quantitative data.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9003. Seminar in Organizational Behavior. 3 Credit Hours.**

The purpose of the course is to provide foundation knowledge in Organizational Behavior, including classic and contemporary theories, ongoing controversies, and ground-breaking empirical studies.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9090. Special Topics in Business Administration. 1 to 6 Credit Hour.**

Content varies.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9101. Getting Your Hands Dirty: The Craft of Data Management and Analysis. 3 Credit Hours.**

This methods course launches doctoral students into the craft of empirical research, enhancing proficiency in research work and nurturing ambitious research projects. The course introduces students to computational approaches to data management and analysis. Students will gain foundational skills in using Python for data collection and manipulation, as well as for constructing novel variables with text analysis, network analysis, and machine learning. The end result will be an original dataset ready for statistical analysis, corresponding to the student's research interests.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9102. Professional Communication Skills for Graduate Students. 0 Credit Hours.**

The PhD Professional Communication course consists of two skill level-based tracks focused on learning professional communication skills and writing intensive skills. The first 7 weeks are for intermediate level students (recommended for first and second year students), and the second 7 weeks are for advanced level students (recommended third year or higher). Students will be instructed in verbal skills, clarity in speaking, the formal elements of live and virtual presentations, professional presence, and academic and industry appropriate writing instruction to supplement their existing knowledge. The goal is to develop students' professional communication skills, both academically and professionally. Students will attend synchronous (live) sessions once a week with other students and the instructor. The course will also deliver high-quality video content that students can use independently and with which they can supplement their coursework. Each week students will submit a deliverable and receive individual feedback and additional guidance. The course aligns closely with the Ph.D. Communication Initiative to evaluate students' current competencies and ensure they have the resources needed to stay competitive at the global level. The asynchronous components are customized for PhD and DBA students, and are made available to doctoral students at both the Fox School and to doctoral students across Temple University's various colleges. Additionally, a repository of resources (e.g., videos, practice materials, and references) will be available for students to draw from throughout their Temple education.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9103. Econ Theory of Choice. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9104. Game Theory. 3 Credit Hours.**

In this course, we will cover strategic behavior. Strategic in the sense that agents take into account other agents' choices in their decisions. We will discuss dominance, backward induction, Nash equilibrium, commitment, credibility, asymmetric information, and signaling. We will apply these notions to firm behavior, oligopoly models, strategic thinking and consider their implications.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9103.

**BA 9105. Business Econometrics I. 3 Credit Hours.**

This course introduces students to the basic concepts of modern econometrics. It provides a broad overview of statistical and econometric techniques used in business research with a focus on the linear regression model. Students will learn how to conduct as well as critique empirical studies in various business disciplines. The main ideas will be illustrated by real-world examples. Students will also get a hands-on experience in data analysis using Stata.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.



**BA 9106. Business Econometrics II. 3 Credit Hours.**

BA 9106 is the second course in the Econometrics series for doctoral students. It covers general principles of econometric estimation and inference and provides theoretical background for standard econometric techniques commonly used in empirical business research. The course primarily focuses on linear models and their estimators such as OLS, GLS, and 2SLS. Economic and business applications of the introduced econometric models will be discussed throughout the course.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9107. Advanced Topics of AI and Machine Learning for Business Decisions. 3 Credit Hours.**

This is a seminar-based class designed to introduce doctoral students to the advanced AIML methods. This class addresses a host of AIML models such as machine learning for unstructured text/audio/image/link/video data, Deep neural net, Bayesian NN Natural Language Processing, CNN RNN LSTM, Multimodal model, Deep factorization machine, Autoencoders, GANS, Transformers BERT, Graph CN, Deep reinforcement learning, AI chatbots/textbots, and others. It is a continuing class after the AIML 1 class (BA 9101). These advanced AIML tools are applicable for students who majored in Marketing, Management, MIS, Accounting, Finance, Operations, Statistics, Sport, Tourism and Hospitality Management, and other fields with structured and unstructured data analyses.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9101.

**BA 9108. Capital Markets Research. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9103.

**BA 9183. Directed Study in Business. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may be repeated for additional credit.

**BA 9201. Quant Methods in Bus Res. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in STAT 8002.

**BA 9202. Qualitative Research Methods. 3 Credit Hours.**

Methods constitute the "lenses" through which scholars view their empirical phenomena. And different methods afford clearer views of different phenomena. Qualitative methods in particular have produced some of the most influential scholarly works within several domains of business research. As consumers, producers, and reviewers of such research, it is therefore important that doctoral students develop greater facility with these methods. The intents of this seminar are thus to help participants add a qualitative lens to their scholarly toolkits -- and to identify the empirical phenomena within their domain of study that are most clearly seen through qualitative methods. At the end of this seminar, participants should expect to have a sophisticated understanding of qualitative research and the resources needed to conduct and publish high-quality scholarship. This seminar is relevant to any doctoral student seeking to better understand human behavior in complex systems, but focuses primarily on organizational contexts. Thus, although the methods being taught are widely applicable, the exemplar articles and best practices for data analysis and publication will be most relevant to business administration students. Participants should expect wide exposure to business administration phenomena, with readings drawn from domains such as organizational behavior, strategy, management information systems, marketing, international business, hospitality, tourism, accounting, and finance.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9203. Financial Economics. 3 Credit Hours.**

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9205. Information Economics. 3 Credit Hours.**

This is a theory course that studies how we can use optimal contracting to solve problems arising from asymmetric information and conflicts of interests. We will discuss mainly three types of such problems: adverse selection (hidden information), moral hazard (hidden action), and non-verifiability, and their interactions. Solutions to such problems involve screening and signaling. Thus this course can be called several names: information economics, incentive economics, or contract theory. Basic knowledge in calculus, statistics, and micro-economics is required.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9103 and STAT 8112.

**BA 9207. Behavioral Research Methods for Business. 3 Credit Hours.**

This course provides an overview of intermediate quantitative research methods used in the social sciences. Topics include theory of measurement, types of measures, measurement validation, power analysis, experimental designs and analysis of experimental data, survey design and analysis of survey data, and collection and analysis of archival data. The course includes a project that focuses on the design, development, and testing of theoretical models using experimental, survey, or archival data. The project includes an important research topic, a set of testable hypotheses, the empirical method to be used, data collection, data analysis, and interpretation of the results.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (STAT 8112 or PSY 8011)

**BA 9208. Advanced Quantitative Research Methods for Business. 3 Credit Hours.**

This course aims to provide an overview of advanced quantitative research methods that are used in the social sciences. Topics include structural equation modeling (SEM), longitudinal modeling, multi-level modeling, causal modeling, polynomial regression models with response surface methodology, and emerging methods and tools for configuration theories.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in (BA 9105 or PSY 8011)

**BA 9209. Business Econometrics III. 3 Credit Hours.**

BA 9209 is the third course in the econometrics series for doctoral students. It focuses on non-linear models and covers multiple practical situations in which classic linear methods are inappropriate. In particular, topics include sample selection and attrition models, treatment evaluation, duration analysis, and count data models. Also, several advanced estimation techniques such as GMM, bootstrap, and kernel regression will be discussed. Although the majority of lectures will be devoted to cross-sectional methods, the basics of time series analysis will also be covered. The assigned problem sets will include the analysis of practical situations requiring advanced econometric techniques as well as empirical exercises.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

**Repeatability:** This course may not be repeated for additional credits.

**Pre-requisites:** Minimum grade of B- in BA 9106.

**BA 9212. Seminar in Global Finance and Governance. 3 Credit Hours.**

The course introduces students to the basic academic literature in global finance and governance at a doctoral level and to selected advanced topics in this area. The aim is to prepare students to read the literature critically, to strengthen their independent skills, and to help them be ready to select topic in global finance and governance and related areas. Topics will be flexible to class needs but include corporate exchange risk management, international investments, global corporate governance, firm boundaries, financial and strategic issues of multinational firms, and others.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Philosophy.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9683. Research Project I. 1 to 3 Credit Hour.**

Research Project I is a Directed Reading/Study course in the Executive DBA program. Research Project I is part of a series of research projects. The objective is to develop a draft research paper proposal that demonstrates progress in the student's research capabilities and provides a foundation for the student's dissertation research. The series of research projects focus on applying the concepts, theories and methods learned in the foundation and methods courses. The research projects provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal and the dissertation. Students will engage in research under the supervision of an Executive DBA faculty member. At the end of the term, the research project will be reviewed and assessed according to DBA program standards for quality, relevance, and potential impact. During the term, students may be expected to present their work and provide feedback on the work of others in the program. This course is typically offered in the summer after the first year but may also be offered in other terms.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9783. Research Project II. 1 to 3 Credit Hour.**

Research Project II is a Directed Reading/Study course in the Executive DBA program. Research Project II is part of a series of research projects. The objective is to develop a research paper proposal that includes methodology details and may include pilot or preliminary data analysis and results. The series of research projects focus on applying the concepts, theories and methods learned in the foundation and methods courses. The research projects provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal and the dissertation. Students will engage in research under the supervision of an Executive DBA faculty member. At the end of the term, the research project will be reviewed and assessed according to DBA program standards for quality, relevance, and potential impact. During the term, students are expected to present their work and provide feedback on the work of others in the program. This course is typically offered in the fall term but may also be offered in other terms.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9801. Understanding the Firm through Management and Organizational Theory. 3 Credit Hours.**

Understanding the shifts in business and their implications for organizations is essential to identifying new areas of study for the modern organization. Firms must adapt to their changing environments by adopting new strategies through analysis and understanding of internal and external contexts. This enhances organizational capability, which is required in order to maintain effectiveness and competitiveness in national, regional and global markets. This course examines the dynamics of complex, global organizations through the lens of foundational theory in management and organizational behavior, including: strategic management; theory of organizations and industries; and behavior of individuals, groups, and organizations in global settings. Students will learn to build on this foundational research by formulating new research questions that address emerging issues and challenges for the modern organization.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9802. Scientific Inquiry through Applied Research. 3 Credit Hours.**

What is research and how is it done? What is theory? What makes a study both practically relevant and of high-quality? This course addresses these questions through an exploration of the philosophy of science and applied scholarly research. It introduces the philosophy of scientific inquiry, common research approaches (e.g., quantitative and qualitative) and common perspectives (e.g., positivistic, interpretative, and critical). Students will learn the basic principles of theory development and testing as well as how to build a conceptual research model. This course takes an "engaged scholarship" perspective, with the aim to influence management practice through rigorous, applied study. Topics include identifying a research topic, forming theoretically-grounded research questions, conducting a literature review, and developing a plan for field work and data collection. This course enables students to identify and foster their personal research interests through a research proposal developed iteratively throughout the course.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9803. Navigating the Global Marketplace. 3 Credit Hours.**

Global structures and institutions drive the strategic behavior underlying their business decisions. The reality of business today requires understanding and working within an industry's multifirm global value chain. Firms operating in the global marketplace must be responsive to and understand differences in political, legal, and economic systems between countries. This course explores the state-of-the-art research surrounding the contemporary global organization and serves as the foundation for applied research into the dynamics of strategy and competition within a global context. Topics include critical elements of global strategic operations including international trade, location of the multinational enterprise, innovation in emerging economies, market entry, and knowledge flows within the firm.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9806. Integrative Perspectives on Business Knowledge. 3 Credit Hours.**

Conceptualizing the organization as a system of integrated, co-dependent elements facilitates new solutions that help an organization achieve its goals. To do this, business leaders must view issues from multiple disciplinary and functional perspectives. Through an integrated, systems-thinking approach, students will learn to address unstructured problems, decision-making under complexity, and organizational change management and strategy. This course integrates contemporary research across the major functional areas of business, including: accounting, finance, human resources, international business, marketing, management information systems, risk and actual science, strategic management, and operations and supply management. Students will learn how to approach organizational issues in new ways and discover novel research opportunities by making connections across multiple disciplines.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9812. Innovation and Entrepreneurship in the New Economy. 3 Credit Hours.**

In an increasingly competitive global market, leaders must develop new business models and approaches. However, building this competency within an organization can be challenging. This course examines how executives can apply best practices in innovation and entrepreneurship by designing novel products, services, processes, organizational structures, business models, and industry ecosystems. Special emphasis is placed on how executives can anticipate and shape global technological, economic, social, and political factors that facilitate innovation and entrepreneurship within an organizational context.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9813. Problem Solving using Quantitative Research Methods. 3 Credit Hours.**

Quantitative research applies statistical techniques to test new theory and hypotheses. This course teaches students how to investigate problems through the design and execution of quantitative research as it applies to experiments, surveys and the analysis of secondary data. Students will learn to apply and evaluate these methods through examples of theoretical and applied research papers that employ quantitative methods. Students will learn the fundamental statistical techniques to develop and test research hypotheses, such as the t-test, correlation analysis and regression. Students will prepare data for analysis and understand how to interpret the results.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9814. Advanced Quantitative Research Methods. 3 Credit Hours.**

This course explores advanced concepts and topics in quantitative research methods. Students will learn to select and apply statistical techniques to new problems and data. It will cover analysis of variance and the design of experiments, multivariate regression, and logistic regression. It will also enable students to identify and address problems in real-world data sets, including: normality violations, multi-collinearity, and missing data.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9815. Problem Solving using Qualitative Research Methods. 3 Credit Hours.**

Qualitative research is the exploration of phenomena in their natural setting that seeks to make sense of underlying mechanisms and processes. This course compares a variety of qualitative techniques, such as case studies, ethnography, action research, grounded theory building and content analysis. Students will review contemporary and classic studies that employ qualitative methods in both theoretical and applied contexts, providing examples of how to use each approach in practice. It will also cover interviewing and observation techniques, coding semi-structured and structured interview data, and building hypotheses based on qualitative data. The course weighs the advantages and disadvantages of different approaches to qualitative research, including positivist, interpretivist, and critical methods.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Degree Restrictions:** Must be enrolled in one of the following Degrees: Doctor of Business Admin.

**College Restrictions:** Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School, Sport Tourism Hospitality Mgt.

**Repeatability:** This course may be repeated for additional credit.

**BA 9816. Creation and Dissemination of Business Knowledge. 3 Credit Hours.**

A fundamental tenet of evidence-based management is that firms will function more effectively if they adopt a theoretically-driven, methodologically-sound approach to decision-making. Building on the basic tenets of theory and knowledge development, this course explores the tools and techniques needed for creating and disseminating knowledge. Drawing on business research literature, students learn advanced issues in theory building, model validation and empirical testing. The course provides practical guidelines for building new theories that are informed by managerial practice and also extend current theoretical models. Participants are challenged to develop cross-disciplinary, evidence-based management practices through applied research that will effectively influence future management practice. Also covered is the process of preparing one's work for publication and successfully navigating the peer review process. Students will study journal selection and how to craft a response to reviewers. These include hands-on application to each student's individual program of research.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9817. Applied Qualitative Methods. 3 Credit Hours.**

This course provides a hands-on approach to understanding qualitative research methodologies and how they can be applied to problem investigation, problem solving, and outcome evaluation in business administration and other related fields. Qualitative research utilizes methods such as observation, interview, focus group, case study, and the analysis of documents and archival data. Major topics include: qualitative research design; principles and practices of data collection; analyzing and interpreting qualitative data; and effective methods for writing and disseminating research findings. Other possible topics include the epistemological foundations of qualitative research, the role of theory in guiding and informing research design, and ethical considerations in human subjects research. Through lecture, small group work, and hands-on experience, the course focuses on training in data collection and analytic techniques commonly used in qualitative research. Students will learn to apply a variety of qualitative methods to research topics, and to choose the most appropriate methods.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may not be repeated for additional credits.

**BA 9883. Research Project III. 1 to 3 Credit Hour.**

Research Project III is a Directed Reading/Study course in the Executive DBA program. Research Project III is part of a series of research projects. The objective is to develop a research paper at the level of a manuscript that could be submitted to a conference or a journal. The series of research projects focus on applying the concepts, theories and methods learned in the foundation and methods courses. The research projects provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal and the dissertation. Students will engage in research under the supervision of an Executive DBA faculty member. At the end of the term, the research project will be reviewed and assessed according to DBA program standards for quality, relevance, and potential impact. During the term, students are expected to present their work and provide feedback on the work of others in the program. This course is typically offered in the spring term but may also be offered in other terms.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9890. Special Topics in Business Research. 3 Credit Hours.**

This course will feature a rotating set of topics based on the cutting-edge research conducted by the Executive DBA faculty. Potential topics include executive leadership, emerging markets, social media, data analytics and design thinking.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9994. Preliminary Examination Preparation. 1 to 6 Credit Hour.**

Registration required each semester while preparing for the Preliminary examinations.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9998. Pre-Dissertation Research. 1 to 6 Credit Hour.**

Registration required each semester after Preliminary Examinations while researching the dissertation proposal.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Repeatability:** This course may be repeated for additional credit.

**BA 9999. Dissertation Research. 1 to 6 Credit Hour.**

Registration each semester required for students elevated to candidacy and undertaking dissertation research.

**Level Registration Restrictions:** Must be enrolled in one of the following Levels: Graduate.

**Student Attribute Restrictions:** Must be enrolled in one of the following Student Attributes: Dissertation Writing Student.

**Repeatability:** This course may be repeated for additional credit.