

# Business Administration/Entrepreneurship, Ph.D.

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FOX SCHOOL OF BUSINESS AND MANAGEMENT (<http://www.fox.temple.edu>)

## About the Program

This program is not accepting applications for the 2018-2019 academic year.

## Courses

### **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 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 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 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. Enterprise Management Consulting Practicum. 1 to 6 Credit Hour.**

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.

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

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

**BA 5301. Analytic Foundations of Strategy. 1.5 Credit Hour.**

The purpose of this course is to provide the foundation for the competitive strategy sequel course that is linked to this course. It develops the key concepts of industry structure and the underlying economics. It provides the students with a common template to describe the firm strategy. It introduces game theory but more importantly requires the students to apply it first in simple cases and later in a two part simulation project in which students use real data to work through strategic issues in a single industry.

**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:** SGM 5301.

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

**Pre-requisites:**

(STAT 5301|Minimum Grade of B-|May be taken concurrently)  
AND (MIS 5301|Minimum Grade of B-|May be taken concurrently)  
AND (FIN 5301|Minimum Grade of B-|May be taken concurrently)  
AND (ACCT 5301|Minimum Grade of B-|May be taken concurrently)

**BA 5387. Advanced Professional Development Strategies. .5 to 3 Credit Hours.**

CSPD Advanced Professional Development Strategies is designed to help graduate students connect past education, current education and professional experience to rewarding career opportunities. Doing so will require the same professionalism and competencies that are important to employers: an open mind, strong organization skills, persistence, and attention to detail.

**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 5388. Enterprise Management Consulting Practicum. 3 to 6 Credit Hours.**

The Enterprise Management Consulting Practicum (EMC) is a capstone experience that integrates MBA class work and applies that integrated knowledge to evidence-based and theoretically informed strategic consulting for real firms. This experience is designed to help students apply competencies and skills acquired in the MBA program to recognize and assess strategic opportunities; conduct top-notch industry and competitive analysis; foresee and manage strategic implementation and control issues; and lead change by generating support for recommendations. This experience is also designed to produce useful results for real firms with very real problems, noteworthy uncertainties and challenging timelines. These objectives are accomplished by combining readings, discussion, business analysis, coaching from project managers and an advisory board, and commercial-grade work on real projects. The case studies and readings provide the conceptual foundations required to manage strategically and consult effectively. The projects offer opportunities to apply and refine your emerging conceptual skills. The faculty, project manager and advisor coaching lends the support and insight necessary to perform at the highest level.

**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 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 5401. Analytic Foundations of Strategy. 1.5 Credit Hour.**

The purpose of this course is to provide the foundation for the competitive strategy sequel course that is linked to this course. It develops the key concepts of industry structure and the underlying economics. It provides the students with a common template to describe the firm strategy. It introduces game theory but more importantly requires the students to apply it first in simple cases and later in a two part simulation project in which students use real data to work through strategic issues in a single industry.

**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:** SGM 5401.

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

**Pre-requisites:**

(ACCT 5401|Minimum Grade of B-|May not be taken concurrently)  
 AND (FIN 5401|Minimum Grade of B-|May not be taken concurrently)  
 AND (STAT 5001|Minimum Grade of B-|May not be taken concurrently)  
 OR (MIS 5301|Minimum Grade of B-|May not be taken concurrently  
 AND STAT 5301|Minimum Grade of B-|May not be taken concurrently)  
 OR (MIS 5401|Minimum Grade of B-|May not be taken concurrently  
 AND STAT 5401|Minimum Grade of B-|May not be taken concurrently))

**BA 5488. Enterprise Management Consulting Practicum. 3 to 6 Credit Hours.**

The Enterprise Management Consulting Practicum (EMC) is a capstone experience that integrates MBA class work and applies that integrated knowledge to evidence-based and theoretically informed strategic consulting for real firms. This experience is designed to help students apply competencies and skills acquired in the MBA program to recognize and assess strategic opportunities; conduct top-notch industry and competitive analysis; foresee and manage strategic implementation and control issues; and lead change by generating support for recommendations. This experience is also designed to produce useful results for real firms with very real problems, noteworthy uncertainties and challenging timelines. These objectives are accomplished by combining readings, discussion, business analysis, coaching from project managers and an advisory board, and commercial-grade work on real projects. The case studies and readings provide the conceptual foundations required to manage strategically and consult effectively. The projects offer opportunities to apply and refine your emerging conceptual skills. The faculty, project manager and advisor coaching lends the support and insight necessary to perform at the highest level.

**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 5601. Corporate Instructional Design Theory. 3 Credit Hours.**

Most training programs are built with highly interactive and complex technology. Use of industry standard tools to deliver training requires a foundation in the principles of instructional design. This course introduces theories and methods in the field of instructional design and how these are applied to building and delivering training with industry standard technology. In this course, students will learn to utilize the industry's most prominent method/theories for project scoping and development of organizational training. Defining the business need, identifying the project scope, accommodating various adult learning styles, audience analysis, delivering effective virtual training will be reviewed.

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

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

**BA 5602. Managing Multimedia and Web Development for Instructional Design. 3 Credit Hours.**

This course will build students' technical skills in multi-media development and web design. Proper visual design and implementation of technology facilitates the user experience. Students will learn how to merge technical skills with a design theory to present information in usable ways for users. Students will review the fundamentals of how to manipulate images, documents and videos using industry standard software in order to create effective and engaging training deliverables. Taking what they have created, students will design a comprehensive website to display and manage a training solution. Additionally, students will look at how to use technology to leverage an organization and meet its training and development needs to drive engagement and growth. Students will review the fundamentals of how networks and the internet work, specifically noting the need and use of a Learning Management System in the workplace. This course offers a hands-on experience in building a webpage using HTML/CSS and administering information to a company through an LMS/CMS.

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

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

**BA 5603. Authoring. 3 Credit Hours.**

Students will demonstrate the basic elements of current authoring software(s) used to develop simulations and training for today's corporate industries. Students will use the basic framework of these programming systems to customize training modules according to the needs and desired outcomes of an organization. The deliverables in this course will be original training programs developed by the student and evaluated in terms of good design, and an emphasis on functional user interface and effectiveness for training.

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

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

**BA 5604. Instructional Design Learning Analytics. 3 Credit Hours.**

Data is constantly created. Understanding what that data means and how to leverage the results is a critical skill that the Instructional Designer must possess. Students will demonstrate how learning analytics must be incorporated within the design and development processes to adjust deliverables as needed and fit the learning needs of the audience. Data extraction and measurement of outcomes provide the instructional designer with insight on how effective the product was and how to build and implement improvements. Students will learn how to measure outcomes, clean and interpret data and report results to the client in a meaningful way. Also addressed, the role of adaptive learning and how analytics can help to design adaptive learning spaces for eLearning modules. The LMS and how data is pulled and used from these systems will be discussed.

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

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

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

Your academic education and your ongoing professional development will influence your career with unerring certainty. 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.

**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 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 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.**

**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:**

(BA 9103|Minimum Grade of B-|May not be taken concurrently)

AND (STAT 8001|Minimum Grade of B-|May not be taken concurrently)

**BA 9105. Bus Rsrch Econometrics I. 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 9106. Bus Rsch Econometrics II. 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 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:**

BA 9103|Minimum Grade of B-|May not be taken concurrently.

**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:**

STAT 8002|Minimum Grade of B-|May not be taken concurrently.

**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.**

**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:**

(BA 9103|Minimum Grade of B-|May not be taken concurrently)

AND (BA 9104|Minimum Grade of B-|May not be taken concurrently)

AND (STAT 8001|Minimum Grade of B-|May not be taken concurrently)

**BA 9207. Quantitative Research Methods II. 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:**

BA 9201|Minimum Grade of B-|May not be taken concurrently

OR BA 9105|Minimum Grade of B-|May not be taken concurrently.

**BA 9208. Quantitative Research Methods III. 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:**

BA 9201|Minimum Grade of B-|May not be taken concurrently

OR BA 9105|Minimum Grade of B-|May not be taken concurrently.

**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:**

BA 9106|Minimum Grade of B-|May not be taken concurrently.

**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 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.

**Department Restrictions:** Must be enrolled in one of the following Departments: Business:MA/MS/Ph.D Program.

**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.

**Department Restrictions:** Must be enrolled in one of the following Departments: Business:MA/MS/Ph.D Program.

**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.

**Department Restrictions:** Must be enrolled in one of the following Departments: Business:MA/MS/Ph.D Program.

**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.

**Department Restrictions:** Must be enrolled in one of the following Departments: Business:MA/MS/Ph.D Program.

**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.

**Department Restrictions:** Must be enrolled in one of the following Departments: Business:MA/MS/Ph.D Program.

**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 9883. Directed Reading/Study. 3 Credit Hours.**

Students will have four required research projects that focus on applying the concepts, theories and methods learned in the foundation and methods courses. The purpose of these projects is to provide students with a mentored, structured approach to developing the critical skills required to prepare their dissertation proposal, the dissertation itself and proceedings resulting from their work. Students will engage in independent research projects under the supervision of Executive DBA faculty during their coursework. At the end of each term, the research projects will be reviewed and assessed for their quality, relevance and potential impact. Students will be expected to present their work and provide feedback on the work of others in the program. The first-year research project (R1) focuses on developing a conceptual paper with a plan for data collection and analysis (summer of the first year). The second-year research project (R2) focuses on a preliminary research paper that includes pilot data analysis and results (fall semester of the second year). The third research project (R3) has a completed research paper as a deliverable that could be submitted to a conference or a journal (spring semester of the second year). The fourth research project (R4) is preparation for the dissertation proposal defense to take place early in the fall semester of the third year.

**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.