

BUMO - MANAGEMENT AND ORGANIZATION

BUM0600 Leadership and Teamwork (2 Credits)

Course examines concepts of team-building and leadership which are critical to managerial success. Topics include leadership, decision making, communication and conflict, work motivation, building effective teams, and organizational change and culture.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0602 Financial Accounting (2 Credits)

Overview of financial accounting, periodic financial statements and the financial reporting process. Importance of financial statements as information source for creditors and investors and as a means by which managers can communicate information about their firms.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0604 Managerial Economics and Public Policy (2 Credits)

Basic microeconomic principles used by firms, including supply and demand, elasticities, costs, productivity, pricing, market structure and competitive implications of alternative market structures. Market failures and government intervention. Public policy processes affecting business operations.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0606 Making Better Business Decisions with Data (2 Credits)

The goal of the course is to provide students with a toolkit for linking data analysis and strategic decision making. Even while there is an increasing proliferation of data and analysis tools, making informed predictions about how and when policy decisions will influence performance outcomes is challenging. Making informed decisions requires: a) understanding the basics of data structures, variables, and relationships; b) a conceptual understanding of when and why correlations can (and cannot) be interpreted as causal; c) the application of research design solutions for common inferential pitfalls; and d) facility with credible research and reporting practices.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0610 Financial Management (2 Credits)

Focuses on the valuation of the real assets of firms as well as the valuation of stocks and bonds, the primary financial assets in an economy. While details vary, the conceptual foundations of valuation boil down to three themes: time value of money, no-arbitrage, and systematic risk.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0612 Marketing Management (2 Credits)

Analysis of marketing problems and evaluation of specific marketing efforts regarding the organization's products and services, pricing activities, channel selection, and promotion strategies in both domestic and international markets.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0614 Strategic Management (2 Credits)

Analyze and identify profit opportunities and threats in different industry and competitive environments; Analyze and identify a firm's valuable assets, resources and capabilities and how they might be protected, leveraged, and extended in the market; Learn how to organize your company to be the best prepared to adapt its strategy over time as the market environment changes; and how to use organic growth as well as mergers, acquisitions, joint ventures, alliances, and divestitures to ensure that the firm maintains the proper scale and scope to compete effectively over time.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0616 Managerial Accounting (2 Credits)

Use of accounting data in corporate planning and control. Cost-volume-profit analysis, budgeting, pricing decisions and cost data, transfer pricing, activity-based management, performance measures, and standard costing.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0701 Marketing Research Methods (2 Credits)

Timely and quality information is crucial for the success of firms in today's highly competitive and evolving environment. Marketing research is an organized way of developing and providing information for managerial decision-making. An important objective of the course is to develop a solid understanding of contemporary marketing research methods that are widely used in practice. By the end of this course, students will be able to better understand the marketing research produced by others, as well as to develop essential skills to conduct their own marketing research.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0702 Managerial Staffing (3 Credits)

Aimed at increasing an understanding of the legal, technical, and practical issues involved in organizational staff forecasting, and hiring and termination procedures.

Credit Only Granted for: BMGT783 or BUM0702.

Formerly: BMGT783.

BUM0703 Consumer Behavior (2 Credits)

The study of consumer behavior is the study of the processes involved when individuals (or groups) select, purchase, use, and share products, services, or experiences to satisfy needs. This course is intended to enhance your understanding of consumer behavior and how it can be utilized by marketing practitioners to develop more effective marketing strategies. We use the Customer Journey framework as the basis for analyzing consumer behavior. We examine the psychological processes at each stage of the customer journey, identify relevant touchpoints based on these psychological processes, and consider how firms can affect the consumer via those touchpoints. Observing and thinking about your daily consumption choices will enhance your understanding of consumer behavior.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0704 Problems and Applications in Human Resource Management (3 Credits)

Applications in the design, implementation, and evaluation of human resource management programs. Experiential learning activities and simulations.

Prerequisite: BUSI663.

Credit Only Granted for: BMGT761 or BUM0704.

Formerly: BMGT761.

BUM0705 Brand Management (2 Credits)

Brand names are valuable assets for firms. Effective brand management is critical to maintaining the long-term profitability of products and services. Topics include understanding brands from the customer's perspective, building, measuring, and leveraging brand equity, managing brand portfolios, and managing brands over time.

Prerequisite: BUM0612.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0711 Navigating Organizational Networks (2 Credits)

Networks play a critical role in information sharing, social support, personal and professional growth and advancement, and influence within organizations. In this class, you will gain theoretical and practical knowledge on networks - how they are developed, the functions they serve, challenges individuals face related to their networks, and more. You will also do a deep dive on your own network - assessing the current state, strengths, gaps and opportunities. You will gain both knowledge and new skills on connecting meaningfully in order to grow your network and influence others. You will leave the class with deeper self-knowledge and a clear plan for continuing to evolve and nurture your network in the future.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0713 Organizational Change (2 Credits)

This course aims to provide useful diagnostic tools, intervention strategies, and change models to understand and manage organizational change and its core processes, as well as critical knowledge and skills to initiate and facilitate an organizational change as effective change agent.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0714 Competitive and Collaborative Negotiation (2 Credits)

The course is designed to complement other skills you have developed in different courses at the Smith School of Business, with the basic premise that negotiation skills are needed to implement any technical or analytical solution to different problems at the workplace.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0715 Advanced Negotiation Challenges (2 Credits)

Practice negotiations using multiple media (email, phone). Multiple party negotiations. Cross-cultural negotiations.

Corequisite: BUM0714.

Restriction: Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

BUM0716 Foundations of Consulting (2 Credits)

Foundations of Consulting is designed to help students develop the three essential skills for a successful consulting career: teamwork, analysis, and presentation skills. Students will develop these three skills through class discussion, individual exercises, and applied team exercises with a real client.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0721 Sports, Sales and Sponsorship (2 Credits)

The goal of this class is to give students an understanding of Sports Sales and Sponsorships. Students will discuss and analyze the multi-faceted sports sponsorship landscape of naming rights, major partnerships, and activation. Through a combination of reading, guest speakers, case studies, discussion and hands on participation, students will come away with an improved understanding of Sports Sales/Sponsorship.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0722 Organizational Behavior: A Multicultural Perspective (3 Credits)

Study of organizational behavior from a multicultural perspective.

Credit Only Granted for: BMGT765 or BUM0722.

Formerly: BMGT765.

BUM0723 NIL (Name, Image and Likeness) (2 Credits)

On July 1, 2021 new legislation was passed that allowed student-athletes to monetize their name, image and likeness (NIL) while still keeping their NCAA eligibility. The class will focus on the changing landscape for student-athletes, athletic departments and sponsors as they navigate these new waters. Student-athletes as "brands" and entrepreneurs will be explored as they look to leverage their social media following and engagement. The class will feature lectures, guest speakers and hands on assignments.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0724 Global Sports Entrepreneurship (2 Credits)

The goal of this class is to give students an understanding of Sports Entrepreneurship and its impact across the Globe. Students will learn the core components of a sports business plan and how to ideate and bring to market a sports business venture. Through a combination of reading, guest speakers, case studies, discussion and hands on participation, students will walk away with an improved understanding of entrepreneurship and the foundation to apply it in a variety of professional contexts.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0726 Operations and Events Management (2 Credits)

Class will provide students with an understanding of the management process as it relates to the use and provision of sport facilities. Topics and discussions will include management theories and strategies, financial management, evaluation and contemporary issues related to the operation of traditional and unique facilities.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0727 The Entrepreneur and the Entrepreneurial Team (3 Credits)

The entrepreneur and the entrepreneurial team: the entrepreneur and the team as it relates to innovation, change, power, and risk-taking. Entrepreneurs and their teams from a variety of different firms present and discuss their views on leadership.

Prerequisite: Completion of MBA core requirements; and permission of BMGT-Robert H. Smith School of Business.

Credit Only Granted for: BMGT781 or BUM0727.

Formerly: BMGT781.

BUM0731 Foundations of AI (2 Credits)

Artificial Intelligence is transforming business and society at an unprecedented scale. While consumer applications such as face recognition for devices, image tagging on social media, or ChatGPT for information (and entertainment) have fast demonstrated value, there are more serious questions/concerns regarding AI's broader business and societal use. While the opportunities are indeed tremendous (with AI impacting trillions of dollars in value creation per some estimates) there is widespread recognition that there are major challenges ahead. Obtaining returns on investment from AI will not be trivial, and will need intentional design and a deep understanding of the capabilities of key technologies. This course presents students with key foundational concepts that underlie Artificial Intelligence in order to prepare them to be better managers who can make decisions regarding AI design, development and use.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0732 Entrepreneurship and New Ventures (2 Credits)

Provides an introduction to important tools and skills necessary to create and grow a successful new venture. Integrates research findings from a range of different practical and intellectual perspectives, including psychology, sociology, economics, strategic management, and history into practical, hands on lessons for an entrepreneur. Class projects provide the foundations for new, real businesses.

Credit Only Granted for: BUM0732 or BUSI660.

Formerly: BMGT780.

BUM0733 AI & Business Strategy (2 Credits)

Executives are leveraging digital transformation initiatives across almost all organizations in every conceivable industry to grapple with a variety of problems to build flexibility and resilience. Artificial Intelligence (AI), in a near-unprecedented manner, is opening up new possibilities - in some cases, the likes of which we never imagined previously. This course will address a need in industry, and in broader society, to harness AI to achieve transformative outcomes. The focus will be on understanding AI-specific issues that relate to the need for specific business strategies. This will involve examples of the use of AI in specific industries and applications, effective decision-making frameworks that incorporate AI and humans, verification and evaluation of AI initiatives, risk & responsible use, regulatory aspects and broader governance issues. Classes will be a mix of lectures, case discussions, flipped formats and student presentations.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0743 Technology Transfer Commercialization Strategies (3 Credits)

Viewing technology as a strategic resource of the firm, students develop an understanding of the processes, risks, and rewards of technology commercialization. Student teams are organized to review and select a technological innovation and then determine its commercial viability in the market place.

Restriction: Must be in Business and Management (Master's) program.

Credit Only Granted for: BMGT785 or BUM0743.

Formerly: BMGT785.

BUM0744 Creation of High Potential Ventures (3 Credits)

This course focuses on the real life experiences of high profile technology entrepreneurs. Guest entrepreneurs and book review reveal patterns of personal preparation, strategic decision-making, and action that have produced ventures with high value-added and significant regional and national impact.

Restriction: Must be in Business and Management (Master's) program.

Credit Only Granted for: BMGT787 or BUM0744.

Formerly: BMGT787.

BUM0748 Business Plan Review (3 Credits)

Evaluation of real business plans submitted to the Dingman Center for Entrepreneurship. Practicing venture capitalist and professors focus on business plan critique and writing skills, venture capitalist screening practices, and the structure of electronic commerce. Past business plan reviews are analyzed according to the business model, target market, competitive advantages/threats, stage of development, management team and financial status. Real investment decisions are made on the basis of student recommendations. Subject companies are contacted and evaluated.

Repeatable to: 6 credits.

Formerly: BMGT796.

BUM0758 Special Topics in Management and Organization (1-4 Credits)

Selected advanced topics in the various fields of graduate study in management and organization.

Restriction: Permission of BMGT-Robert H. Smith School of Business.

Repeatable to: 9 credits if content differs.

Formerly: BMGT798.

BUM0759 Independent Study in Management and Organization (1-6 Credits)

Independent study for Masters students in management and organization.

Repeatable to: 6 credits if content differs.

Formerly: BMGT708.

BUM0780 Business Ethics (2 Credits)

This class is designed to help you reflect about your own values, to give you a substantive background about ethical pitfalls, and to specifically highlight the unexpected ways in which the work context that we operate in can affect our decisions and behaviors in ways that sometimes detach us from our own values

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0782 Entrepreneurship and New Ventures (2 Credits)

This course introduces students to the principles and practices of entrepreneurship, emphasizing opportunity recognition, customer discovery, business model development, and venture financing. Through cases, projects, and experiential learning, students develop the analytical, creative, and leadership skills required to launch new ventures or drive innovation within existing organizations. The course cultivates an entrepreneurial mindset focused on value creation, adaptability, and decision-making in uncertain environments.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0783 International Business (2 Credits)

The international business environment as it affects company policy and procedures. In-depth analysis and comprehensive case studies of the business functions undertaken in international operations.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0785 Valuation in Corporate Finance (2 Credits)

An advanced topics course in Corporate Finance dealing with valuation. Main topics will be, building pro forma statements, cost of capital, using ratios and comparable to value projects and firms, discounted cash flow valuations, WACC and APV methods of valuation and Real Option Valuations.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0790 Experiential Learning I (2 Credits)

The first part of the class will consist of meeting industry experts in sports management, arts management, consulting, strategy, and more while engaging in weekly individual reflections. This aspect of the class (which spans over 7 weeks Term B) will culminate into a choice of industry to partner with for a consulting capstone project.

Prerequisite: Permission of BMGT-Robert H. Smith School of Business.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.

BUM0791 Experiential Learning II (2 Credits)

The second part (spans over 7 weeks Term D) of the class will be dedicated to a consulting project with a client. In this part of the class, students will examine consulting processes, tools, and theories they have acquired throughout their studies in the Master of Science in Business and Management, and apply them to a client project, culminating in a realistic solution deliverable to the client as well as students' reflections and synthesis of their learning.

Restriction: Must be admitted to the appropriate graduate business program; or permission of the Masters Programs Office at the Robert H. Smith School of Business.