

# BUSI - PART-TIME MBA PROGRAM

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## **BUSI600 Fundamentals of Business Decision Making (2 Credits)**

Introduces students to the language of business. Topics covered include financial accounting, financial management, data models, strategy, leadership and teamwork, and a brief action learning project on innovation.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**Additional Information:** Pre-work includes the DISC assessment, and a requires a passing grade on a spreadsheet pre-work course.

## **BUSI604 Business Communication (2 Credits)**

Develop the ability to communicate with and about data.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

## **BUSI608 ELM: Special Topics (0 Credits)**

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

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

**Formerly:** BMGT608.

## **BUSI610 Introduction to 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 in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**Credit Only Granted for:** BUSI610, BUAC602, BUFN602, or BMGT602.

## **BUSI611 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.

**Prerequisite:** BUSI610.

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

**Credit Only Granted for:** BUSI611, BUAC616, or BMGT616.

## **BUSI621 Digital Transformation in Business (2 Credits)**

Introduces students to the strategic role of digital transformation within businesses, and provides an overview for how major information technologies may be used to inform and transform the firm's strategic, operational, and tactical decisions. Topics discussed in the course include the strategic use of digital technologies to generate sustainable competitive value; the contributions of new forms of technology infrastructure; the evaluation of new technology investments and the resulting ROI; acquiring, managing and governing technological capabilities within the firm; understanding the role of enterprise systems and social technologies within the firm; and the management of disruptive technologies within and outside the firm.

**Restriction:** Must be in Business and Management (Master's); or permission of BMGT-Robert H. Smith.

**Credit Only Granted for:** BUSI621 or BUSO620.

## **BUSI622 Managing Digital Business Markets (2 Credits)**

The objective is to understand the strategic and tactical issues involved in managing digital businesses and markets. Also, some of the characteristics of digital businesses and markets that make them unique and understand how companies can best manage them will be examined.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)) ; or permission of BMGT-Robert H. Smith School of Business.

## **BUSI630 Data Driven Decision Making (2 Credits)**

Analytical modeling of business decisions; uncertainty, risk and expected utility; regression modeling to infer relationships among variables.

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

## **BUSI631 Data Driven Decision Making II (2 Credits)**

Analytical modeling of business decisions; uncertainty, risk and expected utility; regression modeling to infer relationships among variables.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

## **BUSI634 Operations Management (2 Credits)**

Operations management is concerned with efficient and effective design and operation of business processes for delivering products and/or services. Emphasis is given to process analysis and design, capacity management and bottlenecks, waiting lines and the impact of uncertainty in process performance, quality management, lean, six-sigma, and revenue management.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)) ; or permission of BMGT-Robert H. Smith School of Business.

**Credit Only Granted for:** BUSI634 or BMGT624.

## **BUSI640 Corporate Finance (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 in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

## **BUSI641 Corporate Finance II (2 Credits)**

Builds on the concepts and analytic methods covered in Corporate Finance I. Students will learn about the structure of financial markets, the financing and payout choices of large and small corporations, and the role of risk management in the corporation. In particular, the following issues will be addressed: The drivers of shareholder value; Corporate financing alternatives and the design of a company's capital structure; Coordinating investment, financing and payout policies; Corporate Finance Issues for Start-up firms; Key issues in international corporate finance.

**Prerequisite:** BUSI640.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

## **BUSI650 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 in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**Credit Only Granted for:** BUSI650 or BMGT612.

**BUSI662 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 in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**Credit Only Granted for:** BMGT600, BUSI662, or BUSM600.

**BUSI672 Global Supply Chain Management (2 Credits)**

Offers a practical blueprint for understanding, building, implementing, and sustaining supply chains in today's rapidly changing global supply chain environment. It will provide the student with a survey of the fast-moving Supply Chain Management discipline and practice, including the evolution of supply chain strategies, business models and technologies; current best practices in demand and supply management; and methodologies for conducting supply chain-wide diagnostic assessments and formulating process improvement plans.

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

**Credit Only Granted for:** BUSI672 or BMGT740.

**BUSI673 International Economics for Managers (2 Credits)**

Focuses on understanding critical aspects of the global business environment that influence firm decisions and behavior. Globalization is present in market competition, capital markets, and managerial talent as evidenced by free trade areas and economic unions forming, the volatility in global financial markets, and the continued rise of transnational firms. With globalization, the challenge for firms is to acknowledge, understand and act when appropriate - to act by sourcing, lobbying, and relocating value chain activities internationally.

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

**BUSI681 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 in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**Credit Only Granted for:** BUSI681 or BMGT604.

**BUSI683 The Global Economic Environment (2 Credits)**

Relationship between national and international economic environments. Determinants of output, interest rates, prices and exchange rates. Analysis of effect of economic policies (fiscal, monetary, trade, tax) on the firm and the economy.

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

**BUSI690 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 in one of the following programs (Business and Management (Master's); Business and Management (Master's)).

**Credit Only Granted for:** BUSI690 or BMGT614.

**BUSI698 MBA Consulting Project (3-6 Credits)**

Experiential research project in the identification of management problems, the evaluation of alternative solutions, and the recommendation for management.

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

**Repeatable to:** 9 credits if content differs.

**Formerly:** BMGT698.

**BUSI700 Financial Statement Analysis (2 Credits)**

Provides students with the tools to conduct a financial statement analysis, which is part of an overall business analysis. This involves understanding and using the information that financial statements are communicating to users.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI702 Strategic Growth for Emerging Companies (2 Credits)**

Explores the key elements of mastering the move from being a successful small company to achieving industry significance. Supplemented by readings, video and guest speakers, the course highlights the application of practical lessons leading to strategic growth and subsequent emergence as a player.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI710 Competitive and Collaborative Negotiation (2 Credits)**

Increase negotiating self-confidence and improve capacity to achieve win-win solutions to organizational problems. Improve effectiveness at finding creative solutions to conflict.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI711 Industry Analysis (2 Credits)**

Conceptual framework and analytical tools for understanding the dynamic of industry structure. Impacts of past and future attractiveness of the industry on profitability. Developing and applying frameworks to devise competitive strategies in uncertain industries.

**Recommended:** BUSI690.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI712 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.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI713 Global Strategy (2 Credits)**

Focuses on the "strategic" and "organizational" questions that a company must address as it globalizes its footprint. Among the questions that will be addressed are: What are the potential benefits, costs, and risks associated with going abroad? What differentiates a "global" from a "multidomestic" industry? What are the sources of competitive advantage in a global context?

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI714 Innovation Management (2 Credits)**

Designed to give students a broad view on issues related to the management of innovations. Covers both external dynamics of innovations and internal management activities, with special emphasis on knowledge development and learning processes within organizations.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI718 Special Topics in Business (1-4 Credits)**

Selected advanced topics in the various fields of graduate study in business.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**Repeatable to:** 15 credits if content differs.

**BUSI721 Creativity for Business Leaders and Entrepreneurs (2 Credits)**

Examines the concept of creativity as it applies in today's and tomorrow's complex business environment. An overview of the cognitive foundations of creativity, examines many of the preconceived notions about creativity in business and discusses multiple ways in which creativity can help business leaders and entrepreneurs to succeed. Topics include creativity techniques for groups and individuals, creativity as a foundation to recognize business opportunities and develop innovative products and services, selecting ideas and making them stick, mental and organizational obstacles to creativity as well as an overview of electronic tools to increase creative capability.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI730 Marketing Research Methods (2 Credits)**

The process of acquiring, classifying and interpreting primary and secondary marketing data needed for intelligent, profitable marketing decisions. Evaluation of the appropriateness of alternative methodologies, such as the inductive, deductive, survey, observational, and experimental. Recent developments in the systematic recording and use of internal and external data needed for marketing decisions.

**Prerequisite:** BUSI650 and BUSI630.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI731 Managing Brands and Products (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 brand equity, measuring brand equity, leveraging brand equity, managing brand portfolios and managing brands over time.

**Prerequisite:** BUSI650.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI732 Consumer Behavior (2 Credits)**

Analysis of customer decision-making and how marketing strategy can be used to influence those decisions. The framework is a buyer behavior model, in which concepts from psychology, sociology, and economics are applied to individual and organizational purchase decisions. Marketing strategies of leading firms in consumer products, technology, and services (including internet services) are analyzed using a variety of case study formats. Focus is consumer behavior; however, principles can also be applied to the decision-making of business.

**Prerequisite:** BUSI650.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI734 Digital Marketing (2 Credits)**

It has been a quarter century since the commercial use of the Internet and the World Wide Web began and during that time the business landscape has changed at a frenetic pace. Large multinational corporations such as Alphabet/Google, Facebook, Amazon, Alibaba and eBay, unheard of twenty years ago, have emerged as key players in our modern economy. In 2017 holiday season, online sales increased over 16 percent of overall spending online in 2016 with online retail spending in the U.S., the highest percentage since tracking began in 1999. Sales made through mobile devices have increased at a rapid rate to around 22 to 40 percent of all online sales. Corporations now highlight the importance of creating a digital relationship with customers. Moreover, digital technologies and devices such as smartphones, smart products, the Internet of Things, Artificial Intelligence, and deep learning all promise significant transformations of consumers lives in the near future. It is against this backdrop this course seeks to understand how the developments in digital technology are re-shaping the process and the strategy of marketing in the broad space we call digital marketing.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI735 Advanced Marketing Analytics (2 Credits)**

Introduction to modeling tools used to support marketing analysis and decision making. Applications in strategic marketing, marketing segmentation, new product development, sales promotion analysis, pricing, design of marketing mix, sales force allocation, and direct marketing. Spreadsheet driven cases and illustrative readings.

**Prerequisite:** BUSI650.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI736 Pricing Strategies for Sustainable Competitive Advantage (2 Credits)**

Pricing is one of the most important marketing decisions a firm faces. This course will help participants to develop pricing strategies using actual proven concepts, processes and techniques, to align pricing strategies with corporate goals and objectives, to determine the value customers assign to products and services using competitive pricing analysis, and to optimize pricing using customer segmenting strategies. The course will focus on both economic and behavioral aspects of pricing, and evaluation of innovative pricing practices such as price matching, customized pricing, bundle pricing and product line pricing, covering both B2B and B2C markets. Instruction will be through a mix of case studies, pricing simulation games, hands-on exercises and discussions. The course will provide participants with an in-depth understanding of state-of-the-art pricing strategies, practices and techniques for making profitable and sustainable pricing decisions.

**Prerequisite:** BUSI650.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI737 Innovation & Product Development (2 Credits)**

Focuses on the development of innovations, new products or new services from the perspective of a marketer. For an innovation to be successful in the market, it has to be customer centric: hence, in this course, we study how to develop and bring to market elegant and efficient solutions to strong customer needs. This is a fundamental business challenge, faced while working in a startup or in an established company; when developing a new product or a new service; and when serving customers who are individuals or large corporations.

**Prerequisite:** BUSI650.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI740 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 comparables to value projects and firms, discounted cash flow valuations, WACC and APV methods of valuation and Real Option Valuations.

**Prerequisite:** BUSI640.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI741 Financial Strategy for Corporations (2 Credits)**

Advanced course in corporate finance, focusing on the issues that firms face when they plan to raise external capital from financial markets. The focus is on the financing problems faced by mid-market to large firms and on capital raised from public markets. The forms of external finance vary from simple debt or equity to more complex securities that bundle with an element of risk management.

**Prerequisite:** BUSI640.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI742 Entrepreneurial Finance and Private Equity (2 Credits)**

Advanced course in Corporate Finance. The major emphasis is how financiers help growing firms - and in particular young start-ups - using different types of securities at different points in the industry's and firm's life. Financing arrangements and securities studied will include private equity funds and private financings placements, Venture Capital (VC) and preferred equity, Investment Banks through Initial Public Offerings (IPOs), Private equity finds, debt and leveraged buyouts. Students will learn additional techniques that will help them understand how financiers value firms and how to understand, plan and value different financing strategies.

**Prerequisite:** BUSI640.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI743 Applied Equity Analysis (2 Credits)**

Students will learn to analyze equity securities using the basic EIC (Economy/Industry/Company) framework used in the financial industry, paying special attention to financial statement analysis. Students also will learn the primary valuation techniques used to estimate market values for equity securities.

**Prerequisite:** BUSI640.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI744 Derivative Securities (2 Credits)**

Standard types of derivatives contracts are presented, and illustrated as to how they are used in practice. The theory of pricing these contracts is then presented in detail. The use of static and dynamic replication strategies, and the concept of no-arbitrage strategies is illustrated in numerous ways. Standard valuation techniques are covered, and standard formulas are presented. The theory is then applied to develop specific pricing and hedging strategies for various types of derivatives on different underlying assets. The management of the exposure of various risks is covered in detail as well.

**Prerequisite:** BUSI640.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI745 Fixed Income Analysis (2 Credits)**

Describes important financial instruments which have market values that are sensitive to interest rate movements. Develops tools to analyze interest rate sensitivity and value fixed income securities. Defines and explains the vocabulary of the bond management business.

**Prerequisite:** BUSI640.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI746 International Investment (2 Credits)**

Addresses international stock markets, portfolio theory, international interest rates, exchange rates and exchange rate derivatives (options, forwards, and futures), exchange rate swaps and exchange rate exposure (operating, translation, and transaction), foreign investment strategy.

**Prerequisite:** BUSI640.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI751 Decision Analytics (2 Credits)**

Analytical modeling for managerial decisions using a spreadsheet environment. Includes linear and nonlinear optimization models, decision making under uncertainty and simulation models.

**Prerequisite:** BUSI630.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI752 Data Mining and Predictive Analytics (2 Credits)**

Data mining techniques and their use in business decision making. A hands-on course that provides an understanding of the key methods of data visualization, exploration, classification, prediction, time series forecasting, and clustering.

**Prerequisite:** BUSI630.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI754 Social Media and Web Analytics (2 Credits)**

Examines the process of developing, implementing, and analyzing strategies for successfully marketing a variety of existing and potential products and services using electronic media. Besides well-established Internet marketing tools such as e-mail, search engines and display advertising, a substantial part of the course is dedicated to understanding social media, analyzing successful social media strategies, and tracking their effectiveness. The course offers hands-on experience with many popular as well as emerging techniques unique to electronic media. Special attention is given to metrics appropriate for the new media.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI756 Managing Supply Chains: Models & Analysis (2 Credits)**

Focuses on the strategic aspects of operations and supply chain management. Uses a framework for developing an operations strategy, and identify and analyze the key operations decisions which can have a major impact on a company's competitive position.

**Prerequisite:** BUSI630 and BUSI634.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI757 Pricing and Revenue Management (2 Credits)**

Pricing is one of the most important and challenging business decisions with short-run and longrun implications. A specialized course on pricing and revenue management (PRM) is meant to provide you with the right bundle of tools and principles, drawn from several disciplines (Operations, Microeconomics, Decision Modeling, Statistics, Marketing, IS) to make effective pricing decisions. The topics covered in this course include economics of pricing, strategy and tactics of PRM, pricing optimization, differentiated pricing, dynamic pricing, using capacity controls in pricing, mark-down pricing, legal and ethical issues in pricing, B2B pricing, analysis of pricing processes, and applications of PRM in various industries. Emphasis is on both analytical models/methods used in making effective PRM decisions and managerial or organizational factors that hold the key to success in PRM.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI758 Special Topics in Business (1-4 Credits)**

Selected advanced topics in the various fields of graduate study in business.

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

**Repeatable to:** 9 credits if content differs.

**Formerly:** BMGT798.

**BUSI759 Independent Study in Business (1-6 Credits)**

Independent study for Masters students in Business.

**Repeatable to:** 6 credits if content differs.

**Formerly:** BMGT708.

**BUSI761 The Environment of 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.

**Credit Only Granted for:** BMGT794 or BUSI761.

**Formerly:** BMGT794.

**BUSI764 Business Law for Managers (2 Credits)**

Survey of United States legal institutions and processes as well as substantive areas of the law that affect business. Examination of tort and contract law, the legal forms of business organization and legal liability and major regulatory laws that affect business.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)) ; or permission of BMGT-Robert H. Smith School of Business.

**Credit Only Granted for:** BUSI764 or BUAC721.

**BUSI771 New Venture Financing (2 Credits)**

Development of skills for financing new ventures (both small and potentially large). Exploration of various funding sources. Criteria used in evaluation and decision process, including commercial banks, venture capital companies, small business investment companies, underwriters, private placement-financial consultants, mortgage bankers, and small business innovative research grants (U.S. Government).

**Prerequisite:** BUSI640; or permission of BMGT-Robert H. Smith School of Business.

**Credit Only Granted for:** BMGT740 or BUSI771.

**Formerly:** BMGT740.

**BUSI781 Marketing Emergent Technology (1 Credit)**

The many challenges and best practices of successfully marketing emergent technologies. The course will begin with a discussion of past successes and failures in marketing emergent technologies; followed by a study of the effective approaches and frameworks that help technology managers identify and understand customer needs. We will then focus on analyzing how the identified customer needs can guide design and development of emergent technologies. We will subsequently turn our attention to understanding how to translate customer needs and market conditions into effectively positioning our emergent technologies, with the intent of maximizing success when going to market.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H Smith.

**BUSI782 Science and Technology Project Valuation (2 Credits)**

The application of financial management principles and techniques to science and technology investments and research and development projects. It will enable technology managers to estimate return on investment of R&D projects, value technology assets, quantify risk and make sound replacement and upgrade decisions for S&T projects. By the end of the course, students will be able to build financial models and make presentations to senior executives explaining the value creation potentially arising from investments in R&D, new product development, as well as infrastructure necessary to sustain the enterprise.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H Smith School of Business.

**BUSI784 Systems Design, Development, Test and Evaluation (2 Credits)**

Systems engineering approaches to the definition, design, development, implementation, integration, verification, and validation of successful systems. Particular focus will be placed on the critical collaboration needed between business leaders and IT leaders in the early stages of program definition and how to effectively leverage and assess business-driven enterprise, product, and program development. The course will cover contemporary product lifecycle phases and the systems engineering technical processes associated with research and product development organizations in industry and government. It will explore currently popular development methodologies such as incremental, spiral, evolutionary, lean, and agile and how these are driven by concept and requirements development, systems analysis and modeling, and system architecting and are measured by technology prototyping, research validation, technology testing, and program/product evaluation. The intent is exposure to the systems engineering processes and product/program lifecycle is to help technology management professionals align developmental efforts to business/mission strategy; help them to oversee, collaborate with, and evaluate technology development efforts; and help them navigate challenges of technology development and adoption and advance technologies more efficiently from concept to operational use.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H Smith School of Business.

**BUSI785 Project Management in Dynamic Environments (2 Credits)**

Addresses project management skills that are required by successful managers in increasingly competitive and faster-moving environments. Examines fundamental concepts of successful project management, and the technical and managerial issues, methods, and techniques.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)) ; or permission of BMGT-Robert H. Smith School of Business.

**BUSI786 Technology Management Capstone Action Learning Project (2 Credits)**

This course will function as an experiential practicum to apply the skills and learning outcomes accumulated throughout the Technology Management curriculum toward solving real-world problems and cases. Projects will be chosen and executed in teams, and when possible sponsored by student employers or school partners. Project selection and maturation will receive iterative faculty facilitation.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H Smith School of Business.

**BUSI787 Integrative Capstone (2 Credits)**

Provide students with an integrative experience to utilize the functional tools amassed in the MBA program and acquire new knowledge in the areas of international business, business ethics and executive/leadership presence, provide students with the opportunity to work with multiple functional areas at a time to drive business growth and utilize cases to address domestic and international challenges, enabling you to sharpen your skills in utilizing several methods for adding economic value when expanding globally. Additionally, students will raise awareness of best practices in building executive/leadership presence, as functional knowledge and business expertise is not enough to ensure successful career progression.

**Restriction:** Must be in Business and Management (Master's) program OR Permission of BMGT-Robert H. Smith School of Business.

**BUSI788 Introduction to Global Business Experience (1-2 Credits)**

Introduction to the economic climate of the country and region, history, political influences on business landscape, and specific opportunities and threats of doing business in the destination country. Course is a prerequisite to short-term study abroad classes.

**Restriction:** Must be in a major in BMGT-Robert H. Smith School of Business.

**Repeatable to:** 2 credits.

**BUSI790 Healthcare Operations Management and Marketing (3 Credits)**

Introduction to a variety of tools that have been used to minimize waste and create value in the healthcare sector. These tools can also be applied to organizations outside of the healthcare sector. This course will focus on two critical aspects marketing in the context of hospitals and other health delivery organizations: service quality and customer relationship management. This course provides insight into the critical strategic decisions that healthcare managers must make as they seek to improve the performance of their organizations and attract and retain customers.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H. Smith School of Business.

**BUSI791 Research and Development Strategy and Process (2 Credits)**

This course will educate technology management professionals on contemporary strategy, management approaches, and best-practices for research and development. The course will focus on private sector methods to manage technology programs, identify and specify technical requirements, communicate technology use and value, and assess new technologies and architectures. It will include instruction on technology scouting and assessing Technology Readiness Levels (TRLs). Through engagement with experts in creating and managing technology, students will also be exposed to human and behavioral factors that can influence technology adoption in the commercial and public sector.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H Smith School of Business.

**BUSI792 Health Informatics and Information Technologies (3 Credits)**

Targeted at professionals, managers, and consultants in healthcare to develop their understanding of core health informatics knowledge, IT concepts and management skills. Students will learn about policies, standards and methods of information exchange, data quality, cloud computing, behavior and population management, personal data collection devices, and how these elements can come together as parts of systems.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H. Smith School of Business.

**BUSI794 Current Topics in Healthcare Transformation (3 Credits)**

Covers a range of topics selected to enhance students understanding of the current healthcare environment, strategic landscape, critical policy changes, and how to lead transformation in their organizations.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H. Smith School of Business.

**BUSI796 Health Economics and Financing (3 Credits)**

Designed to provide managers and professionals with a comprehensive overview of topics related to the economics and financial aspects of healthcare. Students will gain a perspective of how the healthcare ecosystem works from an economics perspective. The knowledge will be helpful for better economic analysis and business management in healthcare.

**Restriction:** Must be in Business and Management (Master's) program; or permission of BMGT-Robert H. Smith School of Business.

**BUSI798 Global Business Experience (2-4 Credits)**

Provides MBA students the opportunity to combine classroom learning and project research with seminars in a host country. The focus and locations visited will vary.

**Restriction:** Must be in one of the following programs (Business and Management (Master's); Business and Management (Master's)) ; or permission of BMGT-Robert H. Smith School of Business.

**Repeatable to:** 6 credits if content differs.

**BUSI799 Masters Thesis Research (1-6 Credits)**