

BMGT - BUSINESS AND MANAGEMENT

BMGT110 Introduction to the Business Value Chain (3 Credits)

Students are provided with an introduction to the business value chain with an emphasis on inter-organizational and intra-organizational coordination of core business processes. Emphasis is on cross-functional integration and the efficient and effective management of core processes with an emphasis on marketing, operations and supply chain management.

BMGT160 The Intentional Self (3 Credits)

As you navigate adulthood, you will constantly be making decisions that impact your personal and professional well being and success. Making these life choices with intention and a perspective of your whole self will increase your life satisfaction. In this course, you will examine who have been, who you are, and who you want to become. We will be exploring the six pillars of the whole self including purpose/character, relationships, wellness, community, prosperity, and nature and creating a vision for your future self.

Credit Only Granted for: BMGT160, BMGT198A, or BMGT198B.

BMGT161 Creative Problem Solving (3 Credits)

Examines the concept of creative problem solving as it applies in today's and tomorrow's complex business environment. Students will develop an understanding of the creative problem solving process with its distinctive cognitive steps of Divergent Thinking, Emergent Thinking and Convergent Thinking. 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.

BMGT162 The Future of You, Business and Society (3 Credits)

Designed to help you (students) explore the future of you, business, and society. Even as the nature of business (the how) evolves with technology, the purpose of business –to create individual and social prosperity (the why) –remains the same. This course will integrate the "why" and the "how" to prepare students for the future of work. Students will learn the foundational concepts of how to lead themselves with purpose and develop win-win relationships. Students will also learn how organizations solve unmet needs in society, and how they develop and leverage the power of technology and new business practices to create value in a sound and ethical way.

BMGT198 Special Topics in Business and Management (1-3 Credits)

Introductory special topics in business and management.

Repeatable to: 6 credits if content differs.

BMGT207 Ethics of Artificial Intelligence (3 Credits)

What ethical considerations should govern the creation, distribution, and use of artificial intelligence innovations in industry, polity, and society in the future? New and emerging innovations in artificial intelligence (AI) are disrupting sectors as diverse as healthcare, medicine, finance, operations, supply chain, manufacturing, media and journalism, and the creative industries. In the near future, the dependence of humans on AI for a myriad of social activities including companionship and care is also expected to accelerate. This course deals with the question of how we should ensure AI will create ethical economic and social systems that reflect the kind of world we want to live in 20 to 30 years from now. The values and ethics of society will influence and govern how AI can either contribute to humanity or lead to a dystrophic future.

BMGT220 Principles of Accounting I (3 Credits)

Basic theory and techniques of contemporary financial accounting. Includes the accounting cycle and the preparation of financial statements for single owner and partnership forms of business organizations operating as service companies or merchandisers.

BMGT221 Principles of Accounting II (3 Credits)

Basic theory and techniques of accounting for managerial decision making. Involves the introduction of the corporation and manufacturing operations. Includes cost-volume-profit analysis and capital budgeting. Introduces the topics of income taxation and international accounting.

Prerequisite: BMGT220.

BMGT230 Business Statistics (3 Credits)

Introductory course in probabilistic and statistical concepts including descriptive statistics, set-theoretic development of probability, the properties of discrete and continuous random variables, sampling theory, estimation, hypothesis testing, regression and decision theory and the application of these concepts to problem solving in business and management.

Prerequisite: MATH113 or MATH115; or must have math eligibility of MATH120 or higher.

Restriction: Must not have completed ENCE302, ENME392, STAT400, BMGT231, or ENEE324.

BMGT251 The Societal Impact of Artificial Intelligence (3 Credits)

How will AI change society? AI is changing not only business, but the nature of society itself. This course investigates the nature of those changes and forecasts their future development. With a focus on the implications to business, including the nature of human jobs as AI does an increasing amount of work, students will debate the implications of AI through a variety of lenses. From definitions of consciousness and the potential for robots to claim rights to the gender implications of AI, we will explore its philosophical and political implications. As AI is also capital, we will interrogate what the advance of AI means to capitalists and for labor. Finally, we will enter the debate around whether AI will require more than machine learning to approximate general intelligence and whether it can truly be creative. Through the exploration of the unprecedented pitfalls and opportunities that AI represents, students will learn how best to cope with a world that is dependent on AI.

Credit Only Granted for: HNUH248C or BMGT251.

Formerly: HNUH248C.

BMGT262 The Enterprising Leader (3 Credits)

Designed to help students develop their leadership skills in order to identify their personal and professional purpose with an entrepreneurial mindset, and create strategies that will help them develop their abilities and achieve their aspirations by collaborating within teams and organizations. Students will apply insights from recent scholarship in entrepreneurship, leadership and strategic management to themselves in order to identify solutions to problems they find meaningful to solve in their own world. This self-discovery course will introduce students to the "CEO of ME, Inc." framework and tools such as the strategic initiatives matrix and business model canvas that they can use to help guide the choices that lie ahead, and develop collaborative, win-win relationships. In doing so, students will learn how to unlock the value of business in society and develop entrepreneurial and leadership skills that enable personal happiness and upward mobility.

BMGT263 Challenge your Thinking, Challenge the Conversation (3 Credits)

Provides conceptual frameworks and experiential opportunities that will enable students to engage in rational and respectful discourse. The course uses the latest pedagogical techniques and relevant literature to develop skills such as thinking like a scientist, negotiating conflict, and giving and receiving constructive feedback. Specific conversations will draw from current events and issues in business and in society.

BMGT264 SBLF Capstone Professional Practicum (3 Credits)

Provides students in the Smith Business Leadership Fellows Program (SBLF) with a capstone opportunity to learn in teams in a real-world setting. Companies engage teams of SBLF students with meaningful organizational challenges and dedicate resources to help students address these problems. Student teams enhance their skills in critical thinking, collaboration, negotiation, quality management and communication. These teams then apply these skills to offer value to a client. In the process, students will improve their teamwork skills.

Prerequisite: BMGT162, BMGT262 and BMGT263.

BMGT271 Globalization & Sustainability; How Does the Transformation of Global Value Chains Drive Equity and Sustainability? (3 Credits)

We live in an increasingly interconnected world. This course explores the fundamentals of international trade that form the basis for the complex modern network of global value chains and how these relationships can be adapted to address their vulnerability while also transformed to build a more equitable and sustainable future.

Cross-listed with: HNUH239I.

Credit Only Granted for: BMGT271 or HNUH239I.

BMGT289A Social Enterprise: Changing the World through Innovation and Transformative Action (3 Credits)

In this course, students will hear from real-life social entrepreneurs, explore current day social issues of sustainability, climate change, leadership, disruptive innovations, and create or blueprint business plans to generate positive social change. This class will focus on innovative thinking skills, personal narratives, and social interaction strategies and plans.

BMGT289B How Do Innovators Think? (3 Credits)

In this course, students will learn about: a) the innovation process and the role of the individual in generating innovations and b) the attributes, habits, and skills of individuals who have successfully started innovative new businesses or significantly added value to an existing company.

BMGT289D Frauds, Scams, and Thefts: What, How and Why? (3 Credits)

"Why" does fraud happen? "How" does society address fraud? And "What" can you do to avoid and prevent fraud in your personal and future career life? This course is designed to give future professionals and managers of all disciplines a general background of fraud. Topics include the psychology of fraud, the mechanics of fraud, the legal landscape, securities fraud, cybercrime, and what all of us should know to protect ourselves from becoming victims of fraud. Additionally, students experience 21st century lessons in fraud examination that have practical application to our daily lives: avoiding cognitive biases, interviewing techniques, basic business controls, and opening our minds to see what others might miss...the red flags of fraud.

BMGT289E Entrepreneurial Thinking for Non-Business Majors: How Not to Miss Great Opportunities Your Life Throws at You (3 Credits)

In this course, students learn how to analyze the world around them and then notice and define new trends, emerging problems, impending gaps, and how to turn these into exciting opportunities by providing creative solutions. Students will have a chance to not only sharpen their critical thinking skills, but also learn how to take initiative, develop a working solution, identify and resolve conflicts, and be confident and persistent, yet flexible enough to respond to changes. Student teams identify a compelling problem in present day life and then propose a creative solution taking into account possible difficulties in implementation. In addition, students will also be given problems on a much smaller scale and asked to create and present a workable solution. Students will be exposed to how a visionary's mind works and the creative solution process. In addition, students will also learn how entrepreneurial thinking can improve their day-to-day life.

BMGT289I Why Good Managers Make Bad Decisions (3 Credits)

This course provides an overview of the concepts, approaches, and vocabulary of evidence-based management (EBM) and provides an understanding of how experts in many disciplines can employ evidenced based decision making. EBM is an emerging movement in business to explicitly use the current best information in management decision making with special emphasis on relevant scientific findings and unbiased organizational facts. The course stresses how individuals practicing EBM learn how to rethink their approaches to data and knowledge in order to make more effective decisions.

BMGT289L The Proper Role of Government in a Free Enterprise System (3 Credits)

This course examines the proper role of the government in overseeing, promoting, or regulating various business activities in a free market system. Areas that warrant government involvement are identified and appropriate government responses are evaluated. The course identifies causes of market failure and discusses when, how and to what extent the government should act to remedy those failures. Finally, varieties of capitalism and the role of the government in other free enterprise countries are evaluated.

BMGT289M European Debt Crisis: More Integration or Withering of a Dream? (3 Credits)

This course explores the developments and events that led to the formation of the Economic and Monetary Union (EMU) and analyzes the causes for the eruption of the debt crisis. In addition, the course evaluates the policy steps taken to stabilize the crisis (monetary, banking, fiscal and institutional measures), and it discusses policy options to overcome in a lasting manner the design flaws and strengthen the governance of the EMU, so as to improve its overall economic growth performance.

BMGT298 Special Topics in Business and Management (1-3 Credits)

Introductory special topics in business and management.

Repeatable to: 6 credits if content differs.

BMGT299 Student Initiated Special Topics (1 Credit)

Student initiated special topics in business and management.

Repeatable to: 3 credits if content differs.

BMGT301 Information Systems, AI, and Digital Transformation (3 Credits)

Provides a comprehensive overview of information systems (IS) and their strategic and tactical roles in the digital transformation of businesses across public and private sectors. Students learn core concepts for analyzing and designing IS for business applications. Topics include data management, databases, data warehousing, data analysis, and data mining, along with the fundamentals and business impact of artificial intelligence (AI). The course also introduces modern IS infrastructure, including cloud computing, IS security, and practical use of application software, such as spreadsheets and data visualization software, for data analysis and visualization.

Additional Information: CMSC majors will not receive credit for this course towards their upper level concentration in their CMSC major. All BMGT majors, including students who are a double major in CMSC, must complete BMGT301 for their BMGT degree.

BMGT302 Essential Programming and AI Skills for Business Analytics (3 Credits)

This course introduces structured and object-oriented programming, focusing on their applications in business functions and analytics. Students will develop problem-solving skills and learn to design software solutions using programming logic and data structures. Emphasis is placed on hands-on learning through practical exercises using modern, high-level programming languages and industry-standard development tools. The course also introduces students to AI coding assistants, emphasizing fundamental prompt engineering techniques and AI augmented programming methods designed to enhance both productivity and code quality.

Prerequisite: BMGT301; or permission of BMGT-Robert H. Smith School of Business.

Restriction: Must not be in the Computer Science major .

BMGT310 Intermediate Accounting I (3 Credits)

Comprehensive analysis of financial accounting topics related to financial statement preparation and external reporting.

Prerequisite: BMGT221.

BMGT311 Intermediate Accounting II (3 Credits)

Continuation of BMGT310.

Prerequisite: BMGT310.

BMGT313 Financial Statement Analysis (3 Credits)

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

Prerequisite: BMGT221.

BMGT321 Managerial Accounting (3 Credits)

A study of the basic concepts of product costing and cost analysis for management planning and control. Emphasis is placed on the role of the accountant in organizational management, analysis of cost behavior, standard cost budgeting, responsibility accounting and relevant costs for decision-making.

Prerequisite: BMGT221.

BMGT323 Taxation of Individuals (3 Credits)

Federal taxation of individuals focusing on income, exclusions, deductions, depreciation, credits and capital transactions. Property coverage includes the tax consequences of sales and dispositions of investment and business assets. Both tax planning and compliance issues are covered.

Prerequisite: BMGT221.

BMGT326 Accounting Systems (3 Credits)

A study of accounting systems and computer and communications technology.

Prerequisite: BMGT221 and BMGT301.

BMGT332 Quantitative Models for Management Decisions (3 Credits)

The aim of this course is to introduce management science techniques for informed decision-making that can be applied in spreadsheet models to assist in the decision-analysis process. Models include Linear Programming, Transportation and Assignment problems, network flow models, Integer and non-linear programming, Simulation and Decision Trees.

Prerequisite: BMGT231 or BMGT230; or students who have taken courses with comparable content may contact the department.

BMGT340 Business Finance (3 Credits)

Students are introduced to the subject of finance with the focus on the financial management of a business. By the end of the course, students can do the following: apply time value of money and accounting principles to value investment securities (stocks and bonds), projects, and entire companies; describe and quantify the relationship between expected return and risk; and estimate a company's cost of capital. Students also will be able to apply these concepts to make better decisions about their personal finances.

Prerequisite: BMGT220 and BMGT230.

BMGT341 Financial Markets (3 Credits)

Shows the interconnectedness of the markets. The role of the Central bank and monetary policy is included in this context. Students develop an understanding of: (i) the determination of interest rates; (ii) financial instruments, markets and institutions; (iii) the impact of monetary policy on institutions; and (iv) how financial innovations create markets.

Prerequisite: Must have completed or be concurrently enrolled in BMGT340.

BMGT342 Wall Street Finance (3 Credits)

Using concepts and tools of finance, students will examine a wide range of business problems and explore possible solutions. The course is designed to improve a student's problem solving capabilities, business writing and communication skills, teamwork, and planning skills. Students will also gain experience in analyzing issues frequently faced by financial decision-makers.

Prerequisite: BMGT340.

BMGT343 Investments (3 Credits)

An introduction to financial investments and investment portfolio theory and practice. Topics include: Capital Markets; Investment Returns, Risks, and Constraints; Basic Securities Analysis; Factor Models; Modern Portfolio Theory; and Derivatives (Options & Futures). The course utilizes a combination of theory and empirical results to teach students about 1) Capital markets structure and understanding their role in corporate finance and investment banking; 2) Asset pricing theories used to analyze securities; 3) Theories and practices utilized in portfolio management; 4) Measuring systematic and diversifiable risk; and 5) Understanding the role of derivatives in the portfolio management process. The course will provide students with the information and skills needed to succeed in careers in asset management, securities research, corporate finance, risk management, trading, or sales.

Prerequisite: (MATH120 or MATH140) and BMGT340.

Credit Only Granted for: BMGT343 or ECON435.

Additional Information: This course cannot be used to fulfill any requirements for majors in Economics.

BMGT347 Quantitative Financial Analysis (3 Credits)

Introduces students to data science for financial applications using an industry-standard programming language. Students will use tools ranging from regression models to machine learning to investigate questions across a variety of areas within finance including asset management, corporate finance and FinTech. The course will illustrate how big data and data analytics can improve financial decision-making by focusing on problems facing finance professionals.

Prerequisite: BMGT340; must have completed or be concurrently enrolled in BMGT343.

Credit Only Granted for: BMGT347 or BMGT448G.

Formerly: BMGT448G.

BMGT349 Private Equity and Venture Capital (3 Credits)

The New Markets Private Equity/Venture Capital Clinic allows students to gain professional experience commensurate with that of an Associate in a Venture Capital Firm. Students are trained to buy, own, actively manage and sell high growth technology companies in private transactions. The class format includes: lectures; presentations from guest speakers, including the regions leading CEOs, private equity and service providers; and a series of facilitated exercises that simulate buying, owning and selling businesses. The course exposes students to real life activities covering the entire deal process from market research, diligence, selection, negotiation valuing, and structuring an investment, as well as management, growth and exit of portfolio companies.

Prerequisite: Must have completed or be concurrently enrolled in BMGT313 and BMGT340.

Repeatable to: 6 credits.

Formerly: BMGT448B.

BMGT350 Marketing Principles and Organization (3 Credits)

An introduction to the concepts and principles of marketing including the marketing of service and nonprofit organizations. Provides an overview of all the concepts in marketing including relationship marketing, product development, pricing, promotion, marketing research, consumer behavior, international marketing, distribution and internal marketing to employees.

Recommended: ECON200.

BMGT351 Marketing Research Methods (3 Credits)

Focuses on aiding marketing decision-making through exploratory, descriptive and causal research. Develops student skills in designing market research studies, including selection of data collection method, development of data collection instrument, sample design, collection and statistical analysis of data and reporting the results, including data visualization.

Prerequisite: BMGT230; and must have completed or be concurrently enrolled in BMGT350.

Credit Only Granted for: BMGT351 or BMGT452.

Formerly: BMGT452.

BMGT354 Consumer Analysis (3 Credits)

Identifying buyer behavior concepts relevant to a specific marketing problem so that appropriate marketing decisions can be made. Conceptual frameworks are drawn from psychology, sociology, economics, and other social sciences to aid in understanding the behavior of ultimate and industrial buyers.

Prerequisite: BMGT350.

Credit Only Granted for: BMGT354 or BMGT451.

Formerly: BMGT451.

BMGT357 Marketing Internship (3-6 Credits)

Supervised work experience with a firm engaged in marketing goods or services. Students apply concepts learned in marketing classes and analyze the firm's organizational structure, environment and marketing strategy.

Prerequisite: BMGT350.

Restriction: Permission of BMGT-Robert H. Smith School of Business; and must be in a major in BMGT-Robert H. Smith School of Business.

BMGT360 Strategic Management of Human Capital (3 Credits)

Provides students with the basic knowledge needed to help organizations attract, select, develop, engage, evaluate, and retain talent. Topics covered may include strategic HRM, the role of globalization, legal issues in HRM, work analysis, HR planning, recruitment, personnel selection, performance management and appraisal, training and development, career development, compensation systems, motivating and rewarding performance, labor relations, and employee health and safety.

BMGT362 Negotiations (3 Credits)

By using a variety of assessment tools, feedback sources, skill-building exercises, and exercise debriefings, this experiential course is designed to enhance students' negotiating self-confidence and improve students' analytical skills, interpersonal skills, creativity and persuasive abilities.

Restriction: Must not have completed COMM425.

Credit Only Granted for: BMGT362 or COMM425.

BMGT363 Leadership and Teamwork in Organizations (3 Credits)

Provides a comprehensive understanding of fundamental leadership concepts, theories, and skills in organizations and applies to assessing and developing effective leadership practices in organizations.

BMGT364 Managing People and Organizations (3 Credits)

An introduction to selected aspects of human behavior in organizations generally known as organizational behavior (OB). This course is designed to help students develop systematic and fundamental understanding of people and their behaviors in organizations, as well as useful abilities and skills required to effectively and ethically manage various individual, interpersonal, group, and organization-level processes.

BMGT365 Entrepreneurial Finance and Private Equity (3 Credits)

Studies venture capital and private equity using a combination of cases, lectures and guest speakers. Addresses how venture capitalists provide capital to start-up firms in growing industries and how private equity markets provide capital to help established medium-sized firms (often family businesses) grow and restructure. Focuses on how financial, legal, and economic issues are dealt with in the financial contracts between venture capitalists and their limited partners and between capitalists (or other private equity investors) and the firms in which they invest.

Prerequisite: BMGT461 or BMGT361.

Restriction: Junior standing or higher.

Credit Only Granted for: BMGT365, ENES466, SMLP471 or HLMN471.

BMGT366 Growth Strategies for Emerging Companies (3 Credits)

Offers practical management tools that are needed to build a new venture into a significant enterprise. The competencies, strategies and structures of successful high performance businesses are studied through cases, videos and guest lecturers. Topics include leadership, internal growth strategies, merger, acquisition and franchising.

Prerequisite: BMGT461 or BMGT361.

Restriction: Junior standing or higher.

BMGT367 Career Search Strategies in Business (1 Credit)

An overview and opportunity to practice job search skills critical to obtaining internships and full-time positions. Course will cover strategies for exploring career options, preparing job search materials, development of job search skills such as interviewing and networking. Students are encouraged to take this course in the sophomore or junior year.

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

BMGT369 Experiential Learning in Business Innovation and Entrepreneurship (1-3 Credits)

Selected experiential learning opportunities in business innovation and entrepreneurship

Repeatable to: 15 credits if content differs.

Additional Information: Priority will be given to students enrolled in the Management Major, Innovation and Entrepreneurship Minor, and the General Business Minor.

BMGT370 Introduction to Transportation (3 Credits)

An overview of the transportation field with an emphasis on freight movements from the perspective of both providers of capacity and users of freight services. Examines the characteristics of the freight modes and the role of each mode as a major component of logistics and supply chain management. Explores the economics, energy use, and finances of each mode as well as the impact of government policies on each mode's future. Discussion of infrastructure and capacity needs of the transportation system and its ability to support the economy.

BMGT372 Introduction to Logistics and Supply Chain Management (3 Credits)

Supply chain management involves the coordination of suppliers, manufacturers, distributors, and retailers to ensure that products and services are available to the final consumer in a timely and cost-effective fashion. Logistics management is the subset of supply chain management dealing with the physical flows of product and includes such activities as transportation management, warehousing, materials handling, inventory management, and order fulfillment. Attention is paid to the logistics cost trade-offs within the firm and between members of the supply chain.

Credit Only Granted for: BMGT375 or BMGT372.

BMGT373 Supply Chain Management Internship (3-6 Credits)

Involves supervised work experience in supply chain management, logistics and/or transportation. Students will be expected to relate course material to work experience in an analysis of a firm's operations.

Prerequisite: BMGT370 or BMGT372.

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

BMGT374 Supply Chain Risk Management (3 Credits)

Since supply chain risk is increasingly more recognized as an organizational threat, and therefore a critical part of corporate strategy; this course examines a wide range of supply chain risk and develops a process to identify, assess, and prioritize this risk. Through a series of readings and case studies, the course focuses on factors that contribute to supply chain risk within the firm as well as the supply chain. Strategies to mitigate risk are explored.

Credit Only Granted for: BMGT478C or BMGT374.

Formerly: BMGT478C.

BMGT380 Business Law I (3 Credits)

Legal aspects of business relationships. Examination of torts and business crimes, contracts and agency. The law of personal property and bailment relationships. Survey of public policy issues.

BMGT382 Marketing and Innovation for Entrepreneurs (3 Credits)

Marketing and Innovation are two critically important activities that determine success in any business venture. This course will focus on understanding the fundamentals of marketing and innovation from the perspective of an entrepreneur. At a broad level, we will apply proven marketing frameworks (STP and 4Ps) to effectively deliver innovation in an entrepreneurial context.

Restriction: Must not have completed BMGT352 or BMGT456.

Credit Only Granted for: BMGT352, BMGT382 or BMGT456.

Additional Information: Course will not satisfy a Marketing major requirement.

BMGT383 The Business of Sports (3 Credits)

An overview of the history of sports management as a profession, while examining the many essential business principles necessary for effective leadership in the industry.

BMGT384 Innovation & Analytics in Sports (3 Credits)

Explores the intersection of innovation, quality management, design thinking and analytics in the sports industry. Students will learn to apply design thinking methodologies, quality tools, and consulting techniques to evaluate current trends and emerging opportunities. Through research and data analysis, students will develop strategic solutions to real-world challenges, enhancing their ability to drive innovation and improve decision-making in the evolving sports landscape.

Prerequisite: BMGT383.

BMGT385 Operations Analytics (3 Credits)

Designed to equip the student with analytical tools to make capacity, inventory, quality, and other operational decisions in both manufacturing and service business enterprises. Examines the strategic role the operations function can play and offers techniques that the firm can use for execution using a systems approach. Analyze operational systems to align supply with demand to maximize value for the organization. Covers critical operations analytics concepts and models, including process flowcharting, capacity and bottleneck analysis, waiting line management, inventory management, Six Sigma, and Lean.

Credit Only Granted for: BMGT385 or ENME426.

BMGT386 General Business Internship (3-6 Credits)

Supervised work experience in business. Students will be expected to relate course material to work experience in an analysis of a firm's operations.

Restriction: Permission of BMGT-Robert H. Smith School of Business; and must be in a major in BMGT-Robert H. Smith School of Business.

BMGT390 Designing Innovative Systems (3 Credits)

The QUEST systems thinking course challenges students to analyze how processes interact in larger systems. Students will learn how to use process improvement tools and a systems thinking approach to solve problems and design innovative solutions. By drawing upon their multidisciplinary backgrounds, students will be able to understand and reframe problems from multiple perspectives to uncover new solutions.

Prerequisite: ENES190, BMGT190, ENED290 or BMGT290.

Cross-listed with: ENED390.

Restriction: Must be in the QUEST program.

Credit Only Granted for: BMGT390, ENES390 or ENED390.

Formerly: ENES390.

BMGT392 Introduction to International Business Management (3 Credits)

A study of the domestic and foreign environmental factors affecting the international operations of U.S. business firms. The course also covers the administrative aspects of international marketing, finance and management.

Prerequisite: ECON200.

BMGT394 Applied Quantitative Analysis (3 Credits)

The QUEST data analysis course takes a human-centered approach to data analysis and focuses on teaching students how to frame the core problem, choose the right data, and uncover deep insights from data to build an understanding of people and expose opportunities for innovation. Students will use visualization and statistical techniques to explore data, generate insights, and share the human stories behind the data to move people to action.

Cross-listed with: ENED394.

Restriction: Must be in the QUEST Program.

Credit Only Granted for: BMGT394, ENED394, ENES489A or BMGT438A.

Formerly: BMGT438A and ENES489A.

BMGT396 Design and Innovation in Silicon Valley (3 Credits)

QUEST students will learn about design, innovation, and quality by studying the operations of Silicon Valley companies. This course will provide students with the opportunity to learn first-hand from a number of these organizations during visits over spring break.

Cross-listed with: ENED396.

Restriction: Must be in the QUEST program.

Credit Only Granted for: BMGT396, ENED396, BMGT438G, or ENES489Q.

Formerly: BMGT438G or ENES489Q.

BMGT397 Mentoring Multidisciplinary Teams (3 Credits)

QUEST mentors serve a valuable purpose in the program as they coach new cohorts of students progressing through BMGT/ENED290H. Mentors will learn and practice essential team-building and facilitation skills, including effective communication, conflict management, strengths-based leadership, and lesson planning. They will use these leadership skills to inspire their 290H teams and improve team performance.

Prerequisite: BMGT290 or ENED290.

Cross-listed with: ENED397.

Restriction: Must be in the QUEST Program (TQMP).

Credit Only Granted for: BMGT397, ENES397 or ENED397.

BMGT398 Individual Study in Business and Management (1-3 Credits)

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

Repeatable to: 6 credits.

BMGT399 Special Topics in Business and Management (1-3 Credits)

Special topics in business and management.

Repeatable to: 9 credits if content differs.

BMGT400 Storytelling with AI and Data Visualization (3 Credits)

This course introduces finding and communicating business stories using artificial intelligence and data visualization techniques. As data-driven decision-making becomes increasingly central to modern organizations, professionals must be able to explore complex datasets and translate findings into clear, powerful visual narratives that support strategic insights. Students will examine principles of effective visual communication and cognitive design, consider misinformation in storytelling, and practice tailoring narratives to diverse audiences. They will gain experience developing interactive dashboards and integrating quantitative and qualitative insights into cohesive narratives, enabling them to translate complex data into insights that drive strategic business decisions in an AI-augmented professional environment.

Prerequisite: BMGT302.

Credit Only Granted for: BMGT400 or BMGT408V.

Formerly: BMGT408V.

BMGT401 Big Data and AI Infrastructure (3 Credits)

Big data offers organizations unprecedented opportunities to uncover insights and create value. Artificial intelligence (AI) now permeates daily life and drives innovation across industries such as finance, transportation, and healthcare. Advances in network infrastructure have made big data and AI tools more accessible and affordable for businesses of all sizes. Many organizations still face significant challenges in launching, managing, and scaling AI initiatives that rely on large, unstructured datasets. This course equips students with a solid foundation in key big data and AI technologies through hands-on, experiential learning. By the end of the course, students will be prepared to contribute to the successful design, implementation, and governance of complex data-driven strategies.

Prerequisite: BMGT302.

Credit Only Granted for: BMGT401 or BMGT408E.

Formerly: BMGT408E.

BMGT402 AI Augmented Database Systems (3 Credits)

Examines the fundamentals of database management systems (DBMS), emphasizing data models, query processing, data warehouses, and their role in developing business information systems. Students will master key concepts and gain hands-on experience using industry-standard platforms. They will leverage artificial intelligence (AI) assistants and apply prompt engineering techniques to enhance productivity. The course also explores the value of information resources and common information management challenges within organizations.

Recommended: BMGT302.

Credit Only Granted for: INST327 or BMGT402.

BMGT403 Systems Analysis and Design (3 Credits)

Techniques and tools applicable to the analysis and design of computer-based information systems. System life cycle, requirements analysis, logical design of databases and performance evaluation. Emphasis on case studies. Project required that involves the design, analysis and implementation of an information system.

Prerequisite: BMGT301.

Recommended: BMGT302.

BMGT404 Essential Data and AI Skills for Business Analytics (3 Credits)

Building on prior programming knowledge, this course introduces principles of data science and AI for business analytics. Students will learn to collect, organize, analyze, and visualize data to support decision-making in areas such as finance, accounting, marketing, and operations. The course emphasizes practical, hands-on exercises using modern, high-level programming languages and industry-standard software. Students will also explore AI tools for analytics, learning their capabilities, limitations, and how they can augment data-driven insights.

Prerequisite: BMGT302.

Credit Only Granted for: BMGT404 or CMSC320.

Additional Information: CMSC majors will not receive credit for this course towards their upper level concentration in their CMSC major.

BMGT406 AI Augmented App Development (3 Credits)

Explores the design and development of modern web applications, emphasizing the platforms, standards, and technologies that power the web. Students will gain hands-on experience building dynamic, data-driven applications while learning to leverage AI assistants and prompt engineering techniques to improve productivity and enhance application functionality. The course also examines social media, social networking, and crowdsourcing, focusing on their roles and applications within organizations.

Prerequisite: BMGT302.

Credit Only Granted for: INST377 or BMGT406.

BMGT407 Information Systems Projects (3 Credits)

Senior capstone course for the information systems major. Collected knowledge from the IS courses and application to significant problems of size and complexity. State-of-the-art research ideas and current business and industrial practices in information systems.

Prerequisite: BMGT302, BMGT402 and BMGT403.

Restriction: Senior standing.

BMGT408 Emerging Topics in Information Systems (3 Credits)

Selected advanced topics covering emerging developments in the field of decision and information technologies.

Repeatable to: 9 credits if content differs.

BMGT410 Government Accounting (3 Credits)

An introduction to the theory and practice of accounting and financial reporting as applied in both federal and state/local governments, with a focus on generally accepted accounting principles applicable in each. Topics include analyzing transactions; recognizing transactions in the accounting cycles; and preparing and analyzing financial statements and the overall financial reports at both the federal and state/local government levels.

Prerequisite: BMGT221.

BMGT411 Ethics and Professionalism in Accounting (3 Credits)

Analysis and discussion of issues relating to ethics and professionalism in accounting.

Prerequisite: BMGT310.

Restriction: Must be in Accounting program.

BMGT417 Taxation of Corporations, Partnerships and Estates (3 Credits)

Federal taxation of corporations using the life-cycle approach-formation, operation, assessment, merger, reorganization and liquidation. Overviews of pass-through entities - partnerships and s-corporations -using the life-cycle approach, and the tax consequences of wealth transfers by individuals - gift and estate taxation. Both tax planning and compliance issues are addressed.

Prerequisite: BMGT221.

BMGT422 Auditing Theory and Practice (3 Credits)

A study of the independent accountant's attest function, generally accepted auditing standards, compliance and substantive tests and report forms and opinions.

Prerequisite: BMGT310; and must have completed or be concurrently enrolled in BMGT311.

BMGT423 Fraud Examination (3 Credits)

The focus of this course in fraud accounting is on fraud prevention, detection, and investigation as relevant to accountants and fraud examiners. Most organizations are affected to some degree by the occurrence of fraud, whether or not reported. It is estimated that organizations, WORLDWIDE, lost roughly 5% of their annual revenues to fraud. Despite advances in technology, the problem of fraud continues to escalate; and in particular, cybercrime is growing at an alarming rate. The course will serve as an introduction to all of the topics covered in the Certified Fraud Examiner (CFE) examination. While not purporting to be an exam preparation course, the diligent student could be CFE exam ready soon after taking this course. This course provides an introduction to the profession of fraud examination for accounting majors or for individuals seeking to satisfy the educational requirements for the CPA examination.

Prerequisite: BMGT220 or (BMGT210 or BMIN210).

BMGT424 Advanced Accounting (3 Credits)

Advanced accounting theory applied to specialized topics and current problems. Emphasis on consolidated statements and partnership accounting.

Prerequisite: BMGT311.

BMGT428 Special Topics in Accounting (3 Credits)

Selected advanced topics in Accounting.

Repeatable to: 9 credits if content differs.

BMGT430 Data Modeling in Business (3 Credits)

Explores the role of statistical models in business analytics to drive managerial decision-making and improve performance through the use of relevant data-motivated examples. Topics include regression models (both simple and multiple regression, as well as logistic regression for binary data), model validation, variable transformation, variable selection, discriminant analysis, and forecasting. These topics are modeled using state-of-the-art data analytics software.

Prerequisite: BMGT231 or BMGT230; or permission of BMGT-Robert H. Smith School of Business.

BMGT431 Data Analytics and AI for Business (3 Credits)

An introduction to the tools and machine learning techniques that are central to the analysis of data in order to discover patterns and relationships that are helpful for better business decisions.

Prerequisite: BMGT430.

BMGT434 Analytics Consulting: Cases and Projects (3 Credits)

This course assumes that students have already been introduced to the concepts and techniques of operations research/business analytics (OR/BA). Published papers, short cases, and projects in OR/BA will be analyzed and discussed in a thoughtful way, taking into account the soft (people-related) issues and the hard (mathematical/optimization) issues.

Prerequisite: BMGT332.

BMGT435 Business Process Simulation (3 Credits)

Covers the methods for computer simulation modeling and analysis of complex systems. Students are assumed to have been introduced to the basic techniques and applications in the field of operations management and business analytics. Course emphasis is on modeling of real-world systems (for example, inventory or queueing systems), implementing simulations in special purpose software, and analyzing simulation results.

Prerequisite: BMGT332.

BMGT438 Special Topics in Operations Management (1-3 Credits)

Selected advanced topics in operations management.

Repeatable to: 6 credits if content differs.

BMGT440 Advanced Financial Management (3 Credits)

Lectures and analysis of problems and cases relating to financial decisions of the firm including capital budgeting, capital structure and cost of capital, valuation (discounted cash flow, comparable multiples, comparable transactions), mergers and acquisitions, options, dividend policy, and initial public offerings.

Prerequisite: BMGT340.

BMGT441 Fixed Income (3 Credits)

The course provides an understanding of fixed income securities and methods used to value, analyze, and hedge their risk by participants in the financial services industry (e.g. commercial and investment banks, insurance companies, pension funds, investment companies, hedge funds). Topics covered include zero coupon bonds, coupon bonds, spot and forward rates, bond price sensitivity to interest rate changes (duration and convexity), interest rate derivatives such as forwards, swaps, futures and options, term structure of interest rates, credit risk, and credit derivatives. A thorough review of basic time value of money, continuous time value of money, and derivative securities formulas will be necessary and included while covering the related fixed income instruments.

Prerequisite: BMGT340.

BMGT442 Advanced Portfolio Management (3 Credits)

An in-depth coverage of statistical methods for choosing stocks is provided. Financial markets data is used in the class. Students are also expected to learn and use an industry-standard programming language during the class to implement the concepts of the class.

Prerequisite: BMGT343 and BMGT347.

BMGT443 Applied Equity Analysis and Portfolio Management (3 Credits)

Study and application of the concepts, methods, models, and empirical findings to the analysis, valuation and selection of securities, especially common stock.

Prerequisite: BMGT343.

BMGT444 Futures and Options Contracts (3 Credits)

The institutional features and economic rationale underlying markets in futures and options. Hedging, speculation, structure of futures prices, interest rate futures, efficiency in futures markets and stock and commodity options.

Prerequisite: BMGT343.

Credit Only Granted for: BMGT444 or MATH424.

BMGT445 Banking and Financial Institutions (3 Credits)

Analysis and discussion of cases and readings in commercial bank management. The loan function is emphasized; also the management of liquidity reserves, investments for income and source of funds. Bank objectives, functions, policies, organization, structure, services and regulation are considered.

Prerequisite: BMGT340.

Recommended: ECON330 or BMGT341.

BMGT446 International Finance (3 Credits)

Financial management from the perspective of the multinational corporation. Topics covered include the organization and functions of foreign exchange and international capital markets, international capital budgeting, financing foreign trade and designing a global financing strategy. Emphasis of the course is on how to manage exchange and political risks while maximizing benefits from global opportunity sets faced by the firm.

Prerequisite: BMGT340.

BMGT448 Special Topics in Finance (1-3 Credits)

Selected advanced topics in finance.

Repeatable to: 9 credits if content differs.

BMGT449 Investment Fund Management: Lemma Senbet Fund (3 Credits)

The Lemma Senbet Fund is a year-long, advanced finance course available to undergraduate finance majors in their senior year. Ten to twelve students will be selected in the spring of their junior year to participate on the fund, two as portfolio managers and eight to ten as equity analysts. The course provides students with the opportunity to apply what they have learned in finance classes to actual investment decisions, through researching real companies and managing a portfolio of real money.

Prerequisite: BMGT343.

Corequisite: BMGT443.

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

Repeatable to: 6 credits if content differs.

BMGT450 Integrated Marketing Communications (3 Credits)

In-depth study of coordinated marketing activities including advertising, sales promotion, Internet marketing, direct marketing and personal selling. Emphasizes strategic planning to effectively use these promotional tools to communicate with customers and meet marketing goals. Blends theory and current practice to provide managerial orientation.

Prerequisite: BMGT350.

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

BMGT453 Retail Management (3 Credits)

Planning and implementing retail marketing strategy. Application to store and non-store (catalog, internet) retailing. Evaluation of how environmental trends in the consumer market, competition, the economy and technology affect retail strategy in the U.S. and global market.

Prerequisite: BMGT220 and BMGT350.

Credit Only Granted for: BMGT353 or BMGT453.

Formerly: BMGT353.

BMGT454 Global Marketing (3 Credits)

Marketing functions from the global executive's viewpoint, including coverage of global marketing policies relating to product adaptation, data collection and analysis, channels of distribution, pricing, communications and cost analysis. Consideration is given to the cultural, legal, financial and organizational aspects of global marketing.

Prerequisite: BMGT350.

BMGT455 Sales Management (3 Credits)

The roles of the sales executive as a planner, manager of resources and marketing functions and recruiter, trainer, motivator and leader of field sales personnel. Techniques and sequence of problem analysis for selling and sales management decisions and to the practical framework in which these decisions take place. Teaching vehicles feature strong classroom interactions, cases, journal articles, research findings, guest sales managers, debates, and modern company practices.

Prerequisite: BMGT350.

BMGT456 Customer-Centric Innovation (3 Credits)

Addresses the management of new products and services with a focus on the innovation process, specifically the development and launching of new products or services: Opportunity Identification, Concept Generation, Design, Testing and Launch.

Prerequisite: BMGT350.

Credit Only Granted for: BMGT352, BMGT382 or BMGT456.

Formerly: BMGT352.

BMGT457 Marketing Policies and Strategies (3 Credits)

This capstone course ties together various marketing concepts using the fundamentals of strategic market planning as the framework. Application of these principles is accomplished by analyzing and discussing cases and by playing a marketing strategy computer simulation game. Analysis of current business articles to understand the link between theory and real-world problem solving.

Prerequisite: BMGT350.

BMGT458 Special Topics in Marketing (1-3 Credits)

Selected advanced topics in marketing.

Repeatable to: 6 credits if content differs.

BMGT461 Entrepreneurship (3 Credits)

Process of creating new ventures, including evaluating the entrepreneurial team, the opportunity and the financing requirements. Skills, concepts, mental attitudes and knowledge relevant for starting a new business.

Restriction: Must not have completed BMGT361.

Credit Only Granted for: BMGT261, BMGT361, BMGT461, ENES460, SMLP470 or HLMN470.

BMGT463 Cross-cultural Challenges in Business (3 Credits)

Examines in depth the nature of international cultural value-differences and their behavioral-related effects in the workplace. Topics include decision-making and leadership styles and reactions to various work assignments and reward structures.

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

BMGT466 Global Business Strategy (3 Credits)

Focuses on the strategic challenges that directly result from and are associated with the globalization of industries and companies. Topics include drivers of industry globalization, difference between global and multi-domestic industry, global expansion strategies, sources of competitive advantage in a global context, and coordination of a company across a global network.

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

BMGT467 Strategic Innovation and Entrepreneurship (3 Credits)

Provides an understanding of how innovation affects the competitive dynamics of markets, how firms can strategically manage innovation, and how firms can create and implement strategies to maximize their likelihood of success.

Credit Only Granted for: BMGT467, ENES463 or HLMN472.

BMGT468 Special Topics in Management and Organization (1-3 Credits)

Selected advanced topics in management and organization.

Repeatable to: 6 credits if content differs.

BMGT469 Management and Organization Short-term Study Abroad (3 Credits)

Selected short-term study abroad topics in management and organization.

Repeatable to: 9 credits if content differs.

BMGT472 Purchasing and Inbound Logistics (3 Credits)

Analysis of the resupply activities of logistics management, including purchasing policies, transportation planning, and inventory control. Attention is directed toward total cost minimization and the establishment of a sustainable competitive advantage based on procurement.

Prerequisite: BMGT372.

BMGT475 Supply Chain Strategy and Network Design (3 Credits)

Analysis of the strategic aspects of supply chain management. Emphasis on the creation of end-user value through supply chain cost reductions, service improvements or both. Attention is directed toward the enabling role of technology in support of strategy evaluation and implementation.

Prerequisite: BMGT372.

BMGT476 Technology Applications in Supply Chain Management (3 Credits)

An understanding of the role of technology in managing the supply chain. Provides students with hands-on experience in advanced software systems that build on top of enterprise resource planning systems. Major emphasis is placed on demonstrating that these systems result in supply chain cost reductions and service improvements.

Prerequisite: BMGT372.

BMGT477 International Supply Chain Management (3 Credits)

The study of the importance of the supply chain management within a global context. Topics covered include: the structure, service, pricing and competitive relationships among international carriers and transport intermediaries as well as documentation, location decisions, international sourcing/distribution and management of inventory throughout the international supply chain.

BMGT478 Special Topics in Supply Chain Management (3 Credits)

Selected advanced topics in supply chain management.

Repeatable to: 9 credits if content differs.

Additional Information: Course prerequisites will vary depending on the topic. A maximum of 3 credits of BMGT478 course work can fulfill Supply Chain Management major requirements.

BMGT483 Sports Management Program Capstone (3 Credits)

Through interdisciplinary collaboration, students will work in teams to apply their knowledge and skills in sports management to a real-world case. Student teams will be charged to develop innovative and creative solutions to sports management challenges while considering the ethical implications of their proposals.

Prerequisite: BMGT383.

BMGT484 Digital Marketing (3 Credits)

Examines the process of developing, implementing, and analyzing strategies for successfully marketing a variety of existing and potential products and services through digital means, including the web, social media, and mobile apps. Both the development and analysis of digital media for marketing will be discussed.

Prerequisite: BMGT350.

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

BMGT485 Project Management (3 Credits)

Modern project management techniques that are used by modern practicing professionals will be covered. Particular attention is given to the management of technology based systems and projects in a business enterprise. The topics covered include: defining project scope, alignment of projects with enterprise strategy, managing project cost, time and risks using tools such as CPM/PERT, and measuring project performance.

Prerequisite: BMGT231 or BMGT230; or students who have taken courses with comparable content may contact the department.

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

Credit Only Granted for: BMGT485, ENCE320, ENCE325, INST4080 or INST453.

BMGT488 Special Topics in Logistics, Business, and Public Policy (1-3 Credits)

Selected advanced topics in logistics, business and public policy.

Repeatable to: 6 credits if content differs.

BMGT490 QUEST Capstone Professional Practicum (4 Credits)

The capstone course for the QUEST Honors Program provides students with an opportunity to learn in multidisciplinary teams of business, engineering, and science students in a real-world setting. Companies engage teams of QUEST students with real organizational challenges and dedicate resources to help students address these problems. Student teams must enhance their skills in quality management, process improvement, and systems design and will apply these to add value to a client. In the process, students will improve their teamwork skills.

Prerequisite: BMGT390, ENES390 or ENED390.

Cross-listed with: ENED490.

Credit Only Granted for: BMGT490, ENES490 or ENED490.

Formerly: ENES490.

BMGT491 Scoping Projects for Business Impact (3 Credits)

Students cultivate relationships with new and current corporate partners and prepare project scopes for QUEST courses. As part of the scoping process, students learn about techniques for reaching out to clients, assessing current relationships to determine how to approach an organization, pitching project sponsorship, and determining a project scope. The course includes independent work networking with clients and phone call and video discussions with potential clients.

Prerequisite: BMGT190, ENES190, ENED290 or BMGT290.

Cross-listed with: ENED491.

Restriction: Must be in the QUEST Program (TQMP).

Credit Only Granted for: BMGT491, ENES491 or ENED491.

Formerly: ENES491.

BMGT495 Strategic Management (3 Credits)

A case-based course where students learn to play the role of the "strategic manager" who defines the scope of its business operations and, within the chosen scope, how the firm will compete against rivals. This course focuses on how a firm can both formulate effective business-level and corporate-level strategies to achieve competitive advantage and earn above average profits.

BMGT498 Special Topics in Business and Management (3 Credits)

Special topics in business and management designed to meet the changing needs and interests of students and faculty.

Repeatable to: 6 credits if content differs.

BMGT499 Advanced Business Topics (1 Credit)

Course will delve deeply into a specific business topic. Based on experience and knowledge from undergraduate core business classes, students will examine a particular subject from various angles.

Repeatable to: 3 credits if content differs.