

Opus College of Business



UNIVERSITY OF

St. Thomas



GRADUATE PROGRAMS CATALOG 2025 -2026

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Graduate Program Curriculum

PART TIME FLEX /ONLINE MBA

Curriculum:

This curriculum provides breadth of knowledge achieved through the core courses which make up half of the curriculum. The other half consists of electives that allow students to customize their coursework to meet their unique needs and goals. Students with sufficient existing knowledge of a topic (e.g., through prior coursework or work experience) can waive a core course, but those credits are replaced with electives.

- Core courses (22.5 credits)
 - ACCT 601: Financial Accounting (3 cr.)
 - BETH 625: Business Ethics (1.5 cr.)
 - BLAW 625: Legal Strategy (1.5 cr.)
 - ENTR 625: Entrepreneurial Thinking (1.5 cr.)
 - FINC 600: Financial Management (3 cr.)
 - GBEC 625: Managerial Economics (1.5 cr.)
 - MGMT 603: Leading Self and Others (3 cr.)
 - MGMT 625: Competitive Strategy (1.5 cr.)
 - MKTG 625: Marketing Frameworks (1.5 cr.)
 - OPMT 600: Statistical Methods for Decision Making (3 cr.)
 - OPMT 625: Operations Strategy (1.5 cr.)

- Elective courses (22.5 credits)
 - Up to 9 credits can come from other UST graduate programs (e.g., software, engineering)
 - Students can also opt to apply elective credits to complete a graduate certificate specialization (e.g., Business Analytics, Digital Marketing)

- Global requirement, which is met by:
 - Completing a course with substantial global content (e.g., International Business)
 - Doing a study abroad course

STEM MBA

Curriculum:

The STEM MBA is designed to prepare students to work in highly technical business careers and environments by providing them with an overall business core curriculum with a focus in business analytics and software engineering. The STEM MBA is a part-time, 45-credit program designed for professionals seeking to either enhance or transition into highly analytical and technical business careers.

- Core courses (40.5 credits)

Preliminary core courses

- BETH 625: Business Ethics (1.5 cr.)
- MGMT 603: Leading Self and Others (3 cr.)
- MGMT 625: Competitive Strategy (1.5 cr.)

Statistics requirement (3 cr.)

- BUAN 640: Applied Statistics (3 cr.)
- OPMT 600: Statistical Methods for Decision Making (3 cr.)

Business Core Courses

- ACCT 601: Financial Accounting (3 cr.)
- BLAW 625: Legal Strategy (1.5 cr.)
- ENTR 625: Entrepreneurial Thinking (1.5 cr.)
- FINC 600: Financial Management (3 cr.)
- GBEC 625: Managerial Economics (1.5 cr.)
- MKTG 625: Marketing Frameworks (1.5 cr.)
- OPMT 625: Operations Strategy (1.5 cr.)

Business Analytics Core Courses

- BUAN 600: Introduction to Business Analytics (3 cr.)
- BUAN 610: Data Narratives (3 cr.)
- BUAN 620: Data Life Cycle for Analytics (3 cr.)
- BUAN 799: Applied Business Practicum (3 cr.)

Software Engineering Requirement (6 cr.)

- SEIS 603: Foundations of Software Development - Python (3 cr.)
- SEIS 632: Data Analytics & Visualization (3 cr.)

- SEIS 663: Introduction to Cybersecurity (3 cr.)
 - SEIS 666: Digital Transformation 2.0 with Generative AI (3 cr.)
 - SEIS 709: Enterprise Architecture & Strategy (3 cr.)
 - SEIS 755: UI/UX Design (3 cr.)
- Elective courses (4.5 credits)
 - Students must complete a minimum of 4.5 elective credits from Business, ETLs, or SEIS courses

EXECUTIVE MBA

The EMBA is a 21-month program, based on a cohort model, for experienced managers and leaders with at least five years of management experience who wish to develop an executive perspective to lead an organization. The Executive MBA program is structured around a cohort model that emphasizes teamwork and leadership.

Curriculum:

- ACCT 603: Financial and Managerial Accounting for Executives (3 cr.)
- BETH 741: Ethics and Leadership (3 cr.)
- BLAW 743: Legal Issues for Global Executives (1.5 cr.)
- ENTR 707: Innovation and Corporate Entrepreneurship (3 cr.)
- GBEC 615: Global Economics (2 cr.)
- FINC 601: Financial Management for Value Creation (3 cr.)
- MGMT 641: Executive Perspective on Managing Organizational Behavior (3 cr.)
- MGMT 745: Global Systems (3 cr.)
- MGMT 746: Leading Strategic Change and Human Capital Investment (3 cr.)
- MGMT 761: Executive Leadership Development I (1 cr.)
- MGMT 762: Executive Leadership Development II (1 cr.)
- MGMT 763: Executive Leadership Development III (1 cr.)
- MGMT 764: Executive Leadership Development IV (1 cr.)
- MGMT 765: Executive Leadership Development V (1 cr.)
- MGMT 766: Executive Leadership Development VI (1 cr.)
- MGMT 799: Strategic Management (3 cr.)
- MKTG 601: Developing and Delivering Superior Customer Value (3 cr.)
- OPMT 640: Decision Making for Executives (3 cr.)
- OPMT 746: Operations Management for Executives (3 cr.)

HEALTH CARE MBA

The HCMBA is a 27-month cohort program blending on-campus sessions with distance learning for professionals in the health care field desiring to add the knowledge and leadership skills gained in an MBA program to their careers.

Curriculum:

- ACCT 603: Financial & Managerial Accounting (3 cr.)
- BETH 601: Business Ethics (3 cr.)
- BLAW 746: Health Care Law & Policy (3 cr.)
- ENTR 707: Innovation and Corporate Entrepreneurship (3 cr.)
- FINC 600: Financial Management (3 cr.)
- GBEC 630: Healthcare Economics (3 cr.)
- MGMT 600: Management of Organizational Behavior (3 cr.)
- MGMT 630: Overview of the Health Care System (3 cr.)
- MGMT 698: Strategic Management Healthcare (3 cr.)
- MGMT 702: Leading Organizational Change (3 cr.)
- MGMT 734: Integrative Study/Major Project (3 cr.)
- MGMT 761: Executive Leadership Development: Self Awareness (1 cr.)
- MGMT 762: Executive Leadership Development: Personal Leadership Development (1 cr.)
- MGMT 763: Executive Leadership Development: Leadership Challenges (1 cr.)
- MKTG 600: Marketing Management (3 cr.)
- OPMT 600: Statistical Methods for Decision Making (3 cr.)
- OPMT 610: Operations Management (3 cr.)

MASTER OF SCIENCE IN BUSINESS ANALYTICS

The Master of Science in Business Analytics is designed to meet the growing need for analysts and the analytics skillset in the marketplace. The MSBA is a part-time, 30-credit program designed for students seeking to either enhance their analytics skills or transition into the analytics field.

Curriculum:

- BUAN 600: Introduction to Business Analytics (3 cr.)
- BUAN 610: Data Narratives (3 cr.)
- BUAN 620: Data Life Cycle for Analytics (3 cr.)
- BUAN 630: Harnessing AI for Competitive Advantage (3 cr.)
- BUAN 640: Applied Statistics (3 cr.)
- BUAN 650: Predictive Analytics (3 cr.)
- SEIS 603: Foundations of Software Development (3 cr.)

- Choose six (6) elective credits:
 - MKTG 774 Digital Marketing Fundamentals (1.5 cr.)
 - MKTG 778 Digital Marketing Analytics (1.5 cr.)
 - MKTG 729 Marketing Analytics (3 cr.)
 - OPMT 750 Fundamentals of Supply Chain Management (3 cr.)
 - OPMT 751 Strategic Sourcing and Risk Mitigation (3 cr.)
 - OPMT 752 Distribution, Logistics, and Sustainability (3 cr.)
 - SEIS 632: Data Analytics and Visualization (3 cr.)
 - SEIS 763 Machine Learning (3 cr.)
 - SEIS 764 Artificial Intelligence (3 cr.)
 - ETL5 640 Lean Six Sigma (3 cr.)
 - MGMT 623 Project Management (3 cr.)
 - MGMT 708 Storytelling (3 cr.)

- BUAN 799 Capstone: Applied Business Practicum (3 cr.)

MASTER OF SCIENCE IN MANAGEMENT

The Master of Science in Management (MSM) is designed specifically for non-business students. The MSM is a full-time, 31-credit program designed for students seeking to leverage their background in liberal arts and STEM fields to accelerate their career in a corporate, small business or non-profit setting. Current St. Thomas students may begin the fundamentals courses their senior year and can complete the program in fewer than 10 months following graduation.

Curriculum:

Business Fundamentals and Business Presence, 7 credits

- BUID 511 Business Fundamentals I (2 cr.)
- BUID 512 Business Fundamentals II (4 cr.)
- BUID 513 Business Residence Workshop/Professional Business Presence (1 cr.)

Organizational Effectiveness, 12 credits

- BCOM 621 Fundamentals of Organizational Communication (1.5 cr.)
- BETH 625 Business Ethical Foundations (1.5 cr.)
- BUID 605 Preparing for Change (1.5 cr.)
- ENTR 625 Entrepreneurial Thinking (1.5 cr.)
- MGMT 604 Leadership in Organizations (1.5 cr.)
- MGMT 606 The Inclusive Leader (1.5 cr.)
- MGMT 619 Group Dynamics and Team Effectiveness (1.5 cr.)
- OPMT 601 Data Analysis for Decision Making (1.5 cr.)

Business Applications, 6 credits

- BUID 615 Emerging Tech in Business (1.5 cr.)
- MGMT 625 Competitive Strategy (1.5 cr.)
- MKTG 652 Applied Business Consulting (3 cr.)

Elective Courses, choose 6 credits

- ACCT 601 Financial Accounting (3 cr.)
- ACCT 625 Managerial Accounting (1.5 cr.)
- BLAW 625 Legal Strategy (1.5 cr.)
- BUAN 600 Introduction to Business Analytics (3 cr.)
- BUAN 610 Data Narratives (3 cr.)
- BUID 620 The Creative Process (3 cr.)
- BUID 635 Persuasion (3 cr.)
- BUID 655 Omnichannel Execution (1.5 cr.)
- BUID 660 Industry-Centric Applications (3 cr.)
- ENTR 707 Innovation and Corporate Entrepreneurship (3 cr.)
- ENTR 708 Social Entrepreneurship (3 cr.)
- MGMT 623 Project Management (3 cr.)
- MGMT 708 Storytelling (3 cr.)
- MGMT 742 Managing Interpersonal Skills (1.5 cr.)
- MGMT 808 Negotiation Skills (3 cr.)

- MKTG 710 Consumer Behavior (3 cr.)
- MKTG 725 Brand Management (3 cr.)
- MKTG 774 Digital Marketing Fundamentals (1.5 cr.)
- MKTG 776 Digital Marketing Experience (3 cr.)
- MKTG 778 Digital Marketing Analytics (1.5 cr.)
- MKTG 790 International Marketing (3 cr.)

MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT

The Master of Science in Supply Chain Management (MSSC) is specifically designed to provide graduate level education and expertise to prepare students to work in supply chain, logistics, or business operations. The MSSC is a part-time, 30-credit program designed for students seeking to either enhance their supply chain management skills or transition into field, while also preparing students for relevant supply chain certifications.

Curriculum (30 Credits):

- BUAN 600: Introduction to Business Analytics (3 cr.)
- BUAN 610: Data Narratives (3 cr.)
- BUAN 640: Applied Statistics OR OPMT 600: Statistical Methods for Decision Making (3 cr.)
- MGMT 603: Leading Self and Others (3 cr.)
- MGMT 808: Negotiation Skills (3 cr.)
- OPMT 750: Fundamentals of Supply Chain Management (3 cr.)
- OPMT 751: Distribution, Logistics and Sustainability (3cr.)
- OPMT 752: Strategic Sourcing and Risk Mitigation (3 cr.)
- OPMT 754: Integrated Business Planning (3 cr.)
- BUAN 799: Applied Business Practicum (3 cr.)

Graduate Certificates

GRADUATE CERTIFICATE: ADVANCED PROFESSIONAL STUDIES

The Graduate Certificate in Advanced Professional Studies is designed for working professionals to continue their graduate level education. The Graduate Certificate is a post-masters, part-time, 12-credit program.

Curriculum: 12 stand-alone Graduate Business credits approved by approved by a program advisor and Associate Dean.

GRADUATE CERTIFICATE: BUSINESS ANALYTICS

The Graduate Certificate in Business Analytics is designed to meet the growing need for analysts and the analytics skillset in the marketplace. The Graduate Certificate is a part-time, 12-credit program.

Curriculum:

- BUAN 600: Intro to Business Analytics (3 cr.)
- BUAN 610: Data Narratives (3 cr.)
- BUAN 620: Data Life Cycle for Analytics (3 cr.)
- BUAN 640: Applied Statistics (3 cr.)

GRADUATE CERTIFICATE: DIGITAL EXPERIENCE

The Graduate Certificate in Digital Experience is designed to explore digital marketing strategy and analytics, digital marketing platforms and channels, and website design and development. The Graduate Certificate is a part-time, 12 - 13.5 credit program.

Curriculum:

- Prerequisite Course
 - MKTG625: Marketing Frameworks (1.5 cr.)
- Required
 - MKTG774: Digital Marketing Fundamentals (1.5 cr.)
 - MKTG776: Digital Marketing Experience (3 cr.)
 - MKTG778: Digital Marketing Analytics (1.5 cr.)
- Electives (choose one)
 - BUAN600: Intro to Business Analytics (3 cr.)
 - BUID620: Creative Process (3 cr.)
 - BUID 660: Modern Business Applications (3 cr.)
 - ENTR707: Innovation and Corporate Entrepreneurship (3 cr.)
 - MKTG725: Brand Management (3 cr.)
 - MKTG729: Marketing Analytics (3 cr.)
- Professional Effectiveness (choose one)
 - BUID635: Persuasion (3 cr.)
 - MGMT607: Effective Team Management (3 cr.)
 - MGMT623: Project Management (3 cr.)
 - MGMT708: Storytelling: Influencing Organizational Decisions (3 cr.)

GRADUATE CERTIFICATE: INNOVATION, TECHNOLOGY, AND ANALYTICS

The Graduate Certificate in Innovation, Technology, and Analytics prepares students to identify problems in fast-changing markets and solve them through data analysis and technology implementation. The Graduate Certificate is a part-time, 12 credit program.

Curriculum:

- Required
 - BUAN 610: Data Narratives (3 cr.)
 - BUID 615: Emerging Technology in Business (1.5 cr.)
 - BUID 650: Modern Business Mindset (3 cr.)
 - ENTR 625: Entrepreneurial Thinking (1.5 cr.)

- Electives (choose one)
 - BUAN 600: Introduction to Business Analytics (3 cr.)
 - BUID 660: Modern Business Applications (3 cr.)
 - ENTR 707: Innovation & Corporate Entrepreneurship (3 cr.)

GRADUATE CERTIFICATE: STRATEGIC GROWTH

The Graduate Certificate in Strategic Growth teaches strategic planning skills students need to lead companies on a path of sustained growth. The Graduate Certificate is a part-time, 15 - 16.5 credit program.

Curriculum:

- Required
 - MGMT645: Introduction to Growth Strategies (1.5 cr.)
 - FINC701: Corporate Finance (3 cr.)
 - Choose One*
 - ACCT625: Managerial Accounting (1.5 cr.)
 - ACCT705: Financial Statement Analysis (3 cr.)

*If students take ACCT 625, complete 6 credits of electives; If students take ACCT 705, complete 4.5 credits of electives

- Electives (choose 1 or 2 courses to get to at least 15 total credits)
 - ACCT625: Managerial Accounting (1.5 cr.)
 - ACCT705: Financial Statement Analysis (3 cr.)
 - ENTR707: Innovation and Corporate Entrepreneurship (3 cr.)
 - FINC718: Mergers and Acquisitions (3 cr.)
 - GBEC700: Economics of Strategy (3 cr.)
 - MGMT635: Collaborative Strategies (1.5 cr.)
 - MGMT751: Risk Management (3 cr.)
 - MKTG790: International Marketing (3 cr.)
- Professional Effectiveness (choose one)
 - BCOM536: Managerial Writing and Presentations (3 cr.)
 - MGMT607: Effective Team Management (3 cr.)
 - MGMT708: Storytelling: Influencing Organizational Decisions (3 cr.)
 - MGMT808: Negotiation Skills (3 cr.)

GRADUATE CERTIFICATE: SUPPLY CHAIN MANAGEMENT

The Graduate Certificate in Supply Chain Management dives deep into the intricacies of supply chain networks, examining how they impact the acquisition, production, and delivery of goods and services worldwide. The Graduate Certificate is a part-time, 12 credit program.

Curriculum:

- Required
 - OPMT 750: Fundamentals of Supply Chain Management (3 cr.)
 - OPMT 751: Distribution, Logistics and Sustainability (3 cr.)
 - OPMT 752: Strategic Sourcing and Risk Mitigation (3 cr.)
 - MGMT 808: Negotiation Skills (3 cr.)

GRADUATE CERTIFICATE: TRANSFORMATIONAL CHANGE AND ORGANIZATION DEVELOPMENT

The Graduate Certificate in Transformational Change and Organizational Development is designed to help prepare HR professionals and managers as they grow into key leadership roles within their organization. The Graduate Certificate is a part-time, 15 - 16.5 credit program.

Curriculum:

- Prerequisite Courses
 - MGMT603: Leading Self and Others (3 cr.)

- Required
 - MGMT616: Consulting and Partnering (1.5 cr.)
 - MGMT702: Leading Organizational Change (3 cr.)
 - MGMT704: Organization Development (3 cr.)

- Electives (choose one)
 - MGMT607: Effective Team Management (3 cr.)
 - MGMT609: Developing Talent (1.5 cr.)
 - MGMT625: Competitive Strategy (1.5 cr.)
 - MGMT804: Inclusive Leadership in Diverse Organizations (3 cr.)

- Professional Effectiveness (choose one)
 - BUID635: Persuasion (3 cr.)
 - MGMT623: Project Management (3 cr.)
 - MGMT708: Storytelling: Influencing Organizational Decisions (3 cr.)
 - MGMT808: Negotiation Skills (3 cr.)

Graduate Course Catalog

ACCOUNTING COURSES: GRADUATE

ACCT 560 Forensic Accounting

Credits: 1.5

This course introduces various aspects of financial fraud, including fraud types, fraud prevention and detection, and analysis of actual recent cases. The connection between forensic accounting, and internal and independent auditing, will be emphasized.

ACCT 601 Financial Accounting

Credits: 3

Financial accounting is an integral part of the planning, reporting and control functions of every business. It is a means to achieving insights about the firm's financial condition, operating results, cash flows and ownership and capital structure. This course covers the fundamental terminology and calculations of financial accounting and reporting, as well as the comprehension and interpretation of financial statements. Ethical aspects of accounting are included. Prerequisite: None

ACCT 603 Fin.& Manag. Acctg for Exec.

Credits: 3

This course familiarizes non-financial professionals with financial statements, accounting terminology and analytical techniques. Students are provided with an understanding of how organizations use information gained from financial accounting systems in decision making, planning and control, and performance evaluation. Topics covered include data accumulation and allocation processes, application of accounting data to solving managerial problems, and strategic implications and limitations of both data and accounting systems.

ACCT 625 Managerial Accounting

Credits: 1.5

This course is designed to give students an introduction to managerial accounting concepts. Students will learn how financial data including cost information, is used in planning, controlling and decision-making. Topics include, but are not limited to, cost classification, profit planning, cost allocation, activity-based costing, contribution margin analysis, cost-volume profit analysis, and relevant decision-making analysis. Ethical aspects of decision making are included. Cannot be taken for credit if ACCT 605 has previously been completed Prerequisite: ACCT 601.

ACCT 701 Intermediate Accounting 1

Credits: 3

The first in a three-course sequence in the study of the theory and practice of accounting as it relates to the external reporting requirements of profit-oriented businesses. The course will emphasize understanding the underlying theory of current Financial Accounting Standards Board rules and their application in practice situations. Topics, such as the major financial statements, valuation of most assets, current liabilities, and revenue recognition will be discussed. Prerequisite: ACCT 601.

ACCT 702 Intermediate Accounting II

Credits: 3

This course follows ACCT 701 and continues the study of generally accepted accounting principles. The emphasis is on non-current assets, liabilities, and owners' equity. Specialized accounting topics such as present value, earnings per share, pensions, leases, accounting changes and income tax accounting are covered. Prerequisite: ACCT 701.

ACCT 705 Financial Statement Analysis

Credits: 3

The purpose of this course is to develop students' ability to understand and interpret the financial statements and disclosures of firms prepared according to generally accepted accounting principles. The course emphasizes financial statement analysis including financial statement adjustments to aid in decision making. The course introduces fundamental ratio analysis, forecasting, and valuation. Ethical aspects of accounting, such as earnings management, are included. Prerequisite: ACCT 601 or

permission of instructor.

ACCT 710 Business Taxation

Credits: 3

The focus of this course is a study of the principles of business taxation. The course covers the federal tax law as it applies to the formation, operation and distributions from C corporations, partnerships, S corporations and sole proprietorships. The principles of individual income tax are introduced to assist in understanding the impact of taxes on business entities. Additional tax topics covered include tax computations, tax credits, cost recovery, property transactions, capital gains and losses, rental income, passive activity losses, alternative minimum tax, and tax administration. The concepts of tax planning and on-line tax research involving federal tax issues are integrated throughout the course. Prerequisite: ACCT 601.

ACCT 714 Topics

Credits: 3

This course can cover a variety of topics, depending on faculty interest and student demand. --
Prerequisite: Standard core courses

ACCT 715 Independent Study

Credits: 1-6

Students must apply to take an independent study class and gain approval from a UST faculty. The independent study form is on the CANVAS, Student Services site.

ACCT 717 Auditing

Credits: 3

This course addresses the independent auditor's role and function. Topics include auditing standards, risk assessment, internal control, transaction cycles, evidence, procedures, and reports. Ethical considerations and the legal responsibilities of auditors are also discussed. Prerequisite: ACCT 702

ACCT 720 Cost Accounting

Credits: 3

This course is a study of cost accounting, cost behavior, cost accumulation and cost measurement, including their impact on managerial decision-making. Topics include operations planning and budgeting; standard, variable, and fixed costs; overhead analysis; cost-volume- profit relationships; capital budgeting; purchasing and inventory control; job order and process costing; responsibility accounting; productivity; and quality measurement. Prerequisite: ACCT 605 or ACCT 625.

ACCT 730 Advanced Accounting

Credits: 3

This course explores the accounting issues and practices involved in business combinations, consolidations, partnerships, foreign operations, government, and not-for-profit accounting. Official accounting pronouncements are discussed, as well as the related conceptual framework and theoretical issues. Prerequisite: ACCT 702.

BUSINESS COMMUNICATION COURSES: GRADUATE

BCOM 523 Commerce Culture & Communication

Credits: 3

Inquiries into the relationship between the liberal arts tradition and the intellectual foundations of contemporary professional life. Readings in areas such as literature, philosophy, and social thought stimulate discussions about the connections between commerce and culture. Small group discussion focuses on the relationship between student professional goals and the liberal arts.

BCOM 531 Business Writing

Credits: 3

Reviews business report writing, letters, memos, and other forms of business writing. This course stresses the writing process, audience analysis and organization of content. Case studies highlight needs of decision makers in business. Develops skills in style and rhetoric that lead to clear, concise, forceful prose.

BCOM 536 Manage. Writing & Presentations

Credits: 3

The course begins with a framework for understanding managerial communication and a general model for employing skills. The focus is on best practices for relatively formal written and spoken communication in the workplace. Participants respond to assigned reading and instructor perspectives with writing samples and classroom performances. They respond to feedback from guest experts, their peers and the instructor. On four occasions during the term, participant teams employ teach-backs to engage one another in what is known about best practices in various communication contexts. An individual presentation demonstrates competence in one of a variety of workplace presentation options. A final paper demonstrates competence in one of a variety of options for workplace writing.

BCOM 543 Team Skills & Group Process

Credits: 3

Focuses on the theory and principle of communication in groups. The course includes an examination of communication process, content and relationships in task groups. Helps participants understand and develop essential skills for group efficiency and problem solving. Stresses participation in group exercises, interaction in class, and observation and analysis of groups outside class.

BCOM 551 Presentational Speaking

Credits: 3

Explores the nature of influence through oral presentations in an organizational setting. Focuses on four aspects of presentational speaking: message construction, persuasive strategies, delivery of the message, and evaluation of results. The course will assist speakers at all levels of proficiency who would like help with formulating strategic choices and polishing delivery.

BCOM 553 Interpersonal Comm

Credits: 3

Explores the nature of person-to-person communication in the workplace, including the study of self-concept, verbal and nonverbal behaviors, dyadic rules, relationship patterns, conflict assessment and management techniques. Course activities develop interpersonal skills.

BCOM 555 Comm Skills for Managers

Credits: 3

Focus on positive, productive human interaction in the workplace while emphasizing communication problem solving and skill development for managers. Includes work with presentations, meeting management and interviewing. The student will learn by performance and self-analysis, aided by peer, instructor and video-taped feedback.

BCOM 581 Internal Communication

Credits: 3

Explores the principles of communication as applied to employee audiences. This course stresses research, planning, implementation, measurement and improvement of internal communication programs from a management perspective and establishes a practical understanding of objective-based internal communications

BCOM 610 Communication Research**Credits: 3**

Considers various methodologies useful in applied research for both profit and non-profit organizations, including interpretation and evaluation techniques. Emphasizes techniques of research design and reporting. Prerequisite: Admission to the MBC degree program.

BCOM 621 Org Communication Fundamentals**Credits: 1.5**

The purpose of this course is to develop students' awareness of (and ability to meet) expectations for oral and written communication between and among colleagues, clients, and customers. Students should leave the course capable of purposefully negotiating the terrain of professional communication. Students will engage in assigned readings and instructor perspectives with communal dialogue, through direct conversations, discussion boards and written exercises. Students will also practice professional communication skills directly with their peers and the instructor. In addition to interactive practice of communication skills, students will be expected to reflect upon the communication frameworks discussed and how those will be applied to their own future professional practice. Prerequisite: BUID 512

BCOM 622 Communication Technology**Credits: 3**

This course focuses on aligning organizational and communications strategies with current and emerging communications technologies, including first generation internet applications such as email, chat, and web sites, along with the suite of Web 2.0 (i.e., "social media") tools. Learning opportunities include lectures, readings, case studies, projects and guest speakers.

BCOM 637 Strategic Writing**Credits: 3**

The mix of strategies available for integrated communication programs includes diverse writing styles and formats. In this course, students will analyze and be exposed to writing across the strategic spectrum, focusing on various forms of corporate and marketing communication for both internal and external audiences. Participants will gain extensive practical experience in strategic writing by preparing written materials based on actual organizational communication needs and realistic case histories.

BCOM 638 Anatomy/Physiology HCComm**Credits: 2**

Providing communication tactics to healthcare professionals and organizations requires at least a general knowledge of human physiology as a baseline from which to build into the specifics of the client/employer needs. This course will provide students a basic understanding of anatomy and major physical systems in the human body.

BCOM 639 Healthcare Language & Writing**Credits: 2**

In this course, students will analyze and be exposed to writing across a spectrum of writing for the healthcare space - representing both internal and external messaging and delivery platforms. Participants will gain practical knowledge and experience in writing for these purposes through exercises that apply healthcare language learned in other courses in the MS in Healthcare Communication core.

BCOM 640 Technical Writing**Credits: 3**

Introduces technical writing as both a skill and career path. Focuses on the needs of technical readers and the skills of organizing and presenting complex material. Students practice writing through workshops and feedback from peers and instructor. Emphasizes clear, concise style, including techniques for testing and evaluating documents.

BCOM 641 Organizational Communication**Credits: 3**

Analyze communicative dimensions of organizations, including formal and informal communication systems, the development and effect of culture, the process of change, and the methods for diagnosing

problems and assessing communication effectiveness.

BCOM 661 Reputation & Stakeholder Mgmt

Credits: 3

This course considers communication principles and practice necessary to manage corporate and product perceptions in the evolving landscape of traditional and social media. It explores how employee, investor, community, government and organization communication practices and engagement strategies differ from each other yet are used together to communicate a consistent organizational message. Case histories focus on reputation management: issues and programs; how research, planning, communication and measurement are applied; and the roles of communication and management to successfully build and maintain positive reputations.

BCOM 662 Pub Affairs for Corp Exe

Credits: 3

Presents a broad view of corporate relations with politicians, government regulators, advocacy groups and the media. Explore issues such as building grass-roots support for public policy issues, managing public affairs crises, and using public policy to enhance corporate image. Case study analysis and presentation by guest lecturers enhance the classroom experience.

BCOM 663 Public Relations Writing

Credits: 3

Develops the information gathering, writing and editing skills necessary for the successful public relations practitioner. The student will gain experience in developing and writing a wide variety of communication pieces directed at targeted external audiences ----- Prerequisite: BCOM 561 or BCOM 661.

BCOM 665 Media Relations

Credits: 3

Focuses on how to identify and analyze news as well as how to work effectively with the media. Designed to enhance your confidence in working with the media by offering an understanding of the publicist's role and the media's perspective. Course components include field trips and guest speakers, along with planning, writing, pitching and implementing media relations efforts.

BCOM 685 Managing new media

Credits: 3

Focuses on the design, production, evaluation and management of new media materials within the context of non-print communication tools (video, audio, graphics and photography). Through a combination of message and process development, discussion of best practices, hands-on production experience, and reflective evaluation, this course will address the multiple roles of the communication professional in the new media environment.

BCOM 714 Topics Bus Communication

Credits: 1.5-12

BCOM 715 Independent Study

Credits: 3

BCOM 725 Corp Communication Mgmt

Credits: 3

Focuses on the overall communication function in a large organization. This course is presented from the perspective of a director of communication and emphasizes the integration of corporate communication objectives, plans and activities. ---- Prerequisite: Recommended BCOM661 or equivalent experience before enrolling in this course.

BCOM 726 Mgmt Priorities & Comm

Credits: 3

Examines the role of communication from the top management perspective. Explores the CEO's primary concerns, responsibilities, information needs, language and decision-making processes. By developing an integrative top-down view of organizations and emphasizing organizational strategy and goals, this course will help the communicator sense and respond to top management's concerns with effective communication strategies.

BCOM 803 Healthcare Comm Practicum I**Credits: 1**

Supervised experience in healthcare communication within an appropriate approved professional setting mentor from that organization. Student receives supervision and consultation throughout the experience. Faculty, mentor and student design the practicum to complement student's career goals and previous healthcare experience, culminating in delivery of a final graded project. Faculty consultation is provided as needed.

BCOM 804 Healthcare Comm Practicum II**Credits: 1**

Supervised experience in healthcare communication within an appropriate approved professional setting mentor from that organization. Student receives supervision and consultation throughout the experience. Faculty, mentor and student design the practicum to complement student's career goals and previous healthcare experience, culminating in delivery of a final graded project. Faculty consultation is provided as needed.

BCOM 805 Comm Leadership Priorities**Credits: 3**

This course uses cases and other "real-world" examples to deeply explore the challenges faced by 21st Century communications professionals as business leaders, linking best practices to business strategy. Discussions will weave together the divergent elements of MBC courses to consider how the multifaceted case issues can be considered and addressed within the context of broader theoretical frameworks. This will include introduction and application of analytical "lenses" from business, communications and sociology for investigation of material. In addition, students will be required to produce a paper based on their own primary research, following a strict timeline of deliverables within the course structure.

BUSINESS ETHICS COURSES: GRADUATE

BETH 601 Business Ethics

Credits: 3

This course will enhance the student's ability to recognize, understand, and express the ethical dimensions of the situations and decisions they may expect to face as professionals. It will provide the knowledge essential to making sound decisions in business and seek to develop the skills and commitments required to navigate complex ethical issues successfully. In pursuit of these ends the course will make use of a spectrum of materials and pedagogies, which may include lectures, discussions of readings from classic and contemporary authors, examination of cases, and experimental exercises.

BETH 625 Business Ethics Foundations

Credits: 1.5

This class explores the fundamentals of ethical decision making in the business context. It covers the psychology of ethical decision making, including individual and situational factors influencing the decision process, as well as the ethical theories needed to understand the dimensions of an ethically complex situation. The class introduces a framework for analyzing ethical situations and developing a managerially defensible solution. It also explores various strategies for dealing with ethical challenges in the workplace and ways to effectively communicate one's decisions. Prerequisite: None.

BETH 630 Principled Leadership in Literature and Film

Credits: 1.5

What stories have shaped your personal and professional values? At a World Economic Forum session in Davos at the turn of century, a panel of leaders who were asked this question identified four historical "classics of business literature" -- Smith's *The Wealth of Nations*, Machiavelli's *The Prince*, Sun Tzu's *The Art of War*, and Darwin's *The Origin of Species* - that implied that business was a cutthroat war for survival. In this class, we will encounter more enlightening and entertaining stories that will help us envision principled leadership in the present century in which business promises to balance shared value and share value, stakeholders and stockholders, and meaning and money. Succeeding at principled leadership requires moral imagination - the ability to put yourself in others' shoes to evaluate a problem and consider solutions from a moral perspective. Research suggests that good stories cultivate empathy and emotional intelligence, essential traits for business leaders and well-adjusted human beings. You might not discover principled leadership in the works of an economist, political scientist, military strategist, and biologist, but in this course, you will search for it in works of the creative imagination through literature and film.

BETH 650 Compliance Programming

Credits: 3

Compliance and ethics management is a complex management process that requires program design that supports management's objectives, coordinated activities to be operated across functions and geographies, and performance measurement to reasonably assure effectiveness and a return on management's investment. This course will engage participants' personal knowledge and experience- in dialogue with instructors and guests from industry with law and business backgrounds- to explore assessment, communication and training, investigations and discipline, reporting and disclosure, auditing and monitoring, and remediation), leading practices relating to these program elements, and how to measure effectiveness (from the perspectives of both ethics and economics). The course will also use case method and other practical examples to explore the familiar distinction between compliance-based and integrity-based programs as a link to the course, "Ethical Culture."

BETH 651 Ethical Culture

Credits: 3

Cultures of economic competitiveness and legal compliance are necessary but not sufficient for corporate responsibility. This course will examine the elements of ethical decision-making and ethical corporate cultures from the perspective of an organization's leadership. The premise of the course is that leaders are the architects of corporate culture- and that the moral agenda of leaders includes three

practical imperatives: elucidating, institutionalizing and sustaining ethical values. The first two imperatives (elucidating and institutionalizing) involve placing moral considerations in a position of salience and authority alongside considerations of competitive strategy and compliance in the organization's mindset. The third imperative (sustaining) has to do with passing on the spirit of this effort in two directions: to future leaders of the organization and to the wider network of organizations and institutions that make up the social system as a whole. The case method will be used to introduce frameworks for making reasoned, thoughtful ethical decisions and to diagnose both positive and negative cultural leadership. Students will learn to recognize and resolve ethical issues and identify practical ways (1) to enhance sound ethical cultures and (2) to remediate weak ethical cultures. NOTE: Students are not permitted to take BETH 651 for credit if they have completed, or are taking concurrently, either BETH 601 ("Business Ethics") or BETH 701 ("Ethical Ldrshp & Corp Act") for credit. Prereq (or may take concurrently) LAWS 730/BETH 650.

BETH 652 Exec. Persp. in Eth. & Compl.

Credits: 3

This course will provide students with an opportunity to learn about compliance from the perspective of executives and leaders in the industry. Practicing compliance executives will discuss goals, strategies, activities and challenges associated with their business. Students will have an opportunity to relate the philosophies and techniques developed in the MSL/LLM compliance program to those presented. Through candid and in-depth conversations with participating executives, students will learn about compliance from a leadership perspective relevant to today's complex business environment. Prerequisite: LAWS730/BETH650 AND Prerequisite or concurrent registration with any one of BETH651/BETH625/BETH701.

BETH 701 Ethical Leadership & Corporate Act

Credits: 3

Registration is restricted to Full-time MBA students only. This course provides an overview of a wide array of business situations at the individual, organizational and societal levels with a focus on the ethical aspects of those situations and a review of the legal aspects of those situations. The course reviews and applies moral philosophy, important legal principles and human decision-making psychology for analyzing the ethical issues in business organizations. It also examines the challenge of ethical leadership and how an organization can be structured and developed to encourage employees at all levels to think and act ethically in a global environment. The lab involves introducing students to local organizations engaged in efforts to revitalize the business community. This is designed to help them enhance and appreciate the relationship between business and the larger society.

BETH 706 Great Books Seminar

Credits: 3 (0)

Unique in the nation, this elective course uses selected writings of great classic and contemporary thinkers as the starting point for an intensive, focused discussion with peers. You will discuss the enduring ideas and ideals of world civilization, the problems and opportunities of today and the issues to be faced in the years ahead. In a sense, the readings function as case studies in leadership and leadership values. Readings are arranged around such universal human concerns as justice, freedom, economic equity, community, leadership and democracy. Discussion and debate are spirited as students get to know one another in a retreat-like environment during this six-day (1pm Sunday-5pm Friday) off-campus residential seminar. A mandatory orientation class (in May for summer term and in November for J-term) and required closure session (in Sept for summer term and in February for J-term) will be held on the Minneapolis campus. For more information and specific dates, times, and fees, visit <http://www.stthomas.edu/business/socialresponsibility/great-books-seminar/>. Prerequisite: BETH 625

BETH 714 Topics

Credits: 3

This course will address various issues in the study and practice of ethics. The nature and focus of the topics will vary based on current development in the field and the offerings by the ethics faculty. Course design and requirements will depend on the course topic. For specific course descriptions please go to CANVAS student services under highlighted courses.

BETH 715 Independent Study

Credits: 3 (0-3)

BETH 741 Ethics and Leadership

Credits: 3

Registration is restricted to EXECUTIVE MBA students only

BUSINESS LAW COURSES: GRADUATE

BLAW 600 Legal Environment of Business

Credits: 3

This course is intended to familiarize you with the wide variety of legal forces that shape and affect the conduct of business transactions in the United States. This course is not intended to train you as lawyers or to impart any particular expertise in the application of the law, rather it is designed to give you an understanding of the basic legal vocabulary and various legal concepts that will be encountered on a daily basis as a business manager. With this background, you should understand and anticipate legal issues and know when legal counsel should be sought. Topics include contracts, warranties and product liability; agency and employment relationships; business organizations; real estate transactions; and debtor/creditor relationships. -- Prerequisite: None.

BLAW 610 Legal Strat for Global Bus.

Credits: 3

This course examines the legal and regulatory environment associated with conducting business across national borders including international trade and commercial transactions. The goal of this course is to provide a foundation and framework for understanding the national, multilateral and international legal issues confronted by the multinational enterprise (MNE). Legal topics will be explored in the context of their impact on managerial decision making and business strategy and include international trade, mechanisms for effectively resolving international business disputes, legal issues impacting market entry and expansion strategies (trade, intellectual property licensing, and foreign direct investment), regulation of the marketplace and compliance.

BLAW 625 Legal Strategy

Credits: 1.5

The course examines how the law impacts daily management decisions and business strategies and provides managers with tools to use principles of law to minimize risk, create value, attain core business objectives and to resolve legal issues before they become problems. The course uses exercises, simulations and business cases designed to provide hands-on skill development and practical application of key legal concepts. Because contracts are an essential element of business, much of the course is organized around negotiating and analyzing critical business agreements covering a range of topics, including sales of goods, intellectual property, employment, and dispute resolution with the goal of developing understanding of how to structure agreements to minimize legal and business risk, enhance economic value and relationships, and aid the organization in achieving its goals.

BLAW 635 Digital Law Big Data, Priv/Sec

Credits: 1.5

This course will explore the various legal, regulatory and ethical issues that relate to collecting, using, retaining and securing personal data. It will examine industry-specific data privacy requirements for the health care, financial and credit reporting, and other industries. Legal and ethical issues related to the use of data in social media and behavioral advertising will be examined. The course also examines liability for information security risks, and the duty to comply with international, federal and state laws governing information security. The course seeks to develop the multi-disciplinary awareness and analytical thinking that considers the technological, strategic, managerial and ethical issues related to big data, privacy and information security.

BLAW 640 Legal Environ of Nonprofit Org

Credits: 3

In this course, managers of nonprofit and quasi-public organizations will become familiar with some of the common legal issues, gain insight into the possible legal ramifications of certain proposed transactions, and develop skills in evaluating the need for legal advice in a particular situation. Topics include: a survey of types of organizations; formation of organizations; tax considerations; powers and duties of directors and officers; employment matters and benefits; relationship with attorneys, accountants, insurers and banks; grants and gift applications; accounting systems; contracts with vendors, government agencies and other entities; and related legal matters.

BLAW 714 Business Law Topics**Credits: 3**

This course will address various issues in the study and practice of Business Law. The nature and focus of the topic will vary based on current developments in the field and the offerings by the Business Law faculty. Course design and requirements will depend on the course topic. For specific Course description please go to CANVAS Student Services under Highlighted Courses. -- Prerequisite: Standard core courses and BLAW600

BLAW 715 Independent Study**Credits: 3**

Students must apply to take an independent study class and gain approval from a UST faculty. The independent study form is on the CANVAS, Student Services site.

BLAW 743 Legal Iss. Global Bus. Exec.**Credits: 1.5**

This course will examine and apply key legal concepts impacting multinational corporations and other entities doing business across borders. Topics include effective dispute resolution, legal issues impacting market entry strategy (trade, licensing of intellectual property, and foreign direct investment), identifying and protecting intellectual property (patent, trade secret, copyright, distinctive marks), the Foreign Corrupt Practices Act, and employment and independent contractor issues for distributed workforces. Special emphasis will be placed on the international and foreign legal environment of the country for the international residency.

BLAW 745 Health Law Biomedical Ethics**Credits: 3**

Study decision making and planning processes, liability, contracts, torts, medical records, malpractice, consent and tax-related issues This class is part of the Health Care UST MBA program. Please contact Alice Nulsen 651-962-4128 for more info.

BLAW 746 Health Law Law and Policy**Credits: 3**

As business cycles transform, so do the legal and regulatory landscape. This class bridges the gap between Law and Policy, explores the policy basis for current and proposed legislation, and identifies the inherent limitations when existing laws encumber leaders to innovate, collaborate, and address healthcare's ills. Throughout, the course will teach students how to analyze fact patterns, draw conclusions about the intended and unintended consequences of proposed legislation through legal and policy lenses, and identify issues with certain conduct and business arrangements that expose organizations to liability and criticism.

INTERDISCIPLINARY COURSES: GRADUATE

BUAN 600 Introduction to Business Analytics

Credits: 3

This course teaches students how to perform data analysis using spreadsheet-based models and interactive data dashboarding tools, including PowerBI, to effectively and efficiently solve business problems. Students will learn how to both build and communicate about these models to drive managerial decision making. As part of this process, students will apply basic data cleansing and modeling, emerging technologies such as AI, and ethical concerns of working with data.

BUAN 610 Data Narratives

Credits: 3

This course will focus on developing the ability to understand the business needs for data insights, crafting those into an analytics problem statement, and developing a coherent and persuasive narrative of any data findings. Students will learn to create well-crafted data narratives and dashboards for business leaders while being able to translate insights into managerial decisions. Students will also be able to prepare raw data sets for their data narratives, executive summaries and technical memos. The course focuses on mastering these fundamental data narrative and storytelling abilities while leveraging AI, Tableau, and other data visualization tools to assist in the process.

BUAN 620 Data Life Cycle for Analytics

Credits: 3

This course covers the life cycle of data for analytics from the structure of relational and non-relational data stores, through the extraction, transformation, and loading (ETL) process, and into the analysis and presentation of data. The course also explores what role AI and other emerging technologies play in this data life cycle. Students will learn and practice acquiring, extracting, cleaning, and loading data from databases and other data stores. Students will learn to interpret and create data models, write and interpret the results of Structured Query Language (SQL), practice and apply industry ETL tools to solve business problems, and effectively communicate about data.

BUAN 630 Harnessing AI for Competitive Advantage

Credits: 3

Harnessing AI for Competitive Advantage is a graduate course designed for business leaders to strategically implement artificial intelligence for growth and competitive edge. This course integrates AI technology with business strategy, facilitating the effective use of AI through real-world case studies and projects. Students will delve into AI's role in enhancing customer experiences, improving operations, and driving innovation. Key areas include generative AI, machine learning, natural language processing, and computer vision. Participants will also develop strategies for AI adoption, assess the impact of AI initiatives, and navigate ethical considerations to ensure responsible AI deployment. Ultimately, students will acquire skills to lead AI-driven transformations and foster sustainable growth in an AI-powered business landscape.

BUAN 640 Applied Statistics

Credits: 3

This course provides students with a basic understanding of statistics - the science of gathering, analyzing, interpreting and presenting the data. Statistics is one of the two pillars powering machine learning and artificial intelligence, with the second pillar being computer software. Students will learn methods for summarizing data, both numerically and graphically, and for drawing conclusions from sample data. Statistical analyses will be carried out using Python and statistical software, further introducing the students to applications of AI. The focus of the course is on how statistical methods can be applied to business problems to improve outcomes; emphasis is placed on the collection and leveraging of data, and the interpretation and presentation of results.

BUAN 650 Predictive Analytics for Business

Credits: 3

This course will focus on students' ability to identify and build models that will provide insights into the decision-making process. This course will utilize the analytics problem-solving process from problem identification, methodology selection, model building and analysis, to model implementation. In this

course students will learn a variety of predictive modelling techniques including advanced statistical models and machine learning based models. This course will utilize a variety of industry applications to learn how to apply their predictive modelling skills. Prerequisite: OPMT 600 or SEIS 631 or BUAN 640

BUAN 714 Topics

Credits: 0-3

This course can cover a variety of topics, depending on faculty interest and student demand.

BUAN 799 Applied Business Practicum

Credits: 3

This application-focused course provides the opportunity for students to experience a real-time business analytics project. Under faculty guidance and mentoring, small teams of students will work together to implement the breadth of methods and skills developed throughout the MSBA program to manage all aspects of client and project management; develop the project deliverables including business problem analysis, data transformation and analysis; and presentation of the results at the client site. The course will begin with limited on-campus meetings, then transition to a flexible “directed study” format with regular required check-ins with the faculty leader, providing ample time for the team to complete the project work. Teams will use online collaboration software tools for communication and project coordination. Prerequisite: 21 Credits Completed

BUID 509 Professional Business Presence I

Credits: .5

This course will enhance students’ understanding of the practice of business and the skills and capacities necessary for success as a business professional. Students will have an opportunity to develop their professional skills through participation in seminars and activities that have been developed for entrance into the business world. This course also focuses on related professional conduct skills that are essential for personal and professional growth and maturity. Particular emphasis will be placed on personal narrative, self- assessment, career skills, relationship building, and professional protocols. Prerequisite: Entrance into the MS in Management program

BUID 510 Professional Business Presence II

Credits: .5

This course builds on BUID 509 to enhance students’ understanding of the practice of business and the skills and capacities necessary for success as a business professional. Students will have an opportunity to develop their professional skills through participation in seminars and activities that have been developed for entrance into the business world. This course focuses on related professional conduct skills that are essential for personal and professional growth and maturity. Particular emphasis will be placed on leadership, teamwork, professional communication, and professional assessment. Prerequisite: BUID 509 and entrance into the MS in Management program

BUID 511 Business Fundamentals

Credits: 2

This course provides an introduction to businesses as integrative, complex organizations. The course will begin with immersive in-person exercises to show how successful, socially responsible businesses can be led to improve the Common Good, and how different business functions interact to enable the business to achieve its objectives. Students will then learn about the management and business law functions, including participating in a contract negotiation exercise. Students conclude by learning essential Microsoft Excel skills for businesses. Note: This course may also count as credits toward an undergraduate degree. Prerequisite: Entrance into the MS in Management program, or permission of the OCB Associate Dean for Undergraduate & Accelerated Master's Programs, will be required to take the course.

BUID 512 Business Fundamentals II

Credits: 4

This course provides the fundamentals of accounting, finance, marketing, and the management of business operations and supply chain. It is designed to build a practical understanding of the terminology, frameworks, and tools that are frequently used to (1) better understand the performance and health of a business, and to (2) solve finance, marketing, and operations problems. Finally, students will engage in a case study or simulation that integrates these functional areas of business, to see how

business leaders must effectively manage multiple functions to achieve strategic objectives. Note: This course may also count as credits toward an undergraduate degree. Prerequisites: BUID 511 (may be taken concurrently) and Entrance into the MS in Management program, or permission of the OCB Associate Dean for Undergraduate & Accelerated Master's Programs, will be required to take the course.

BUID 513 Business Res Workshop and Prof Business Presence Credits: 1

This course will enhance students' understanding of the practice of business and the skills and capacities necessary for success as a business professional. Students will have an opportunity to develop their professional skills through participation in workshops, seminars, and activities that have been developed for entrance into the business world. This course also focuses on related professional conduct skills that are essential for personal and professional growth and maturity. Prerequisite: Entrance into the MS in Management program

BUID 571 Accounting and Finance Credits: 3

This course provides the fundamentals of accounting and finance. It provides an overview of accounting terminology, basic financial statements, introductory financial statement analysis and budgeting. Topics include the balance sheet, income statement, the statement of cash flows, financial ratios, costs concepts and planning budgets. Students gain an understanding of how organizations use information gained from financial accounting systems in decision making, planning and control. We also will learn and apply the fundamental finance tools and concepts essential for a manager. Among the topics addressed are: value maximization and the finance model of the organization, evaluating financial results, the basics of time value of money, financial decision-making criteria, and budgeting basics. The course will provide an analytical framework that can be consistently applied to make financial decisions. Relevant ethical issues of accounting and financial management are also discussed. Prerequisites: Entrance into the MS in Management program

BUID 605 Preparing for Change Credits: 1.5

Preparing for Change prepares students to lead rapid, ongoing transformation as seen in customer-centric organizations. Topics may include navigating complex problem spaces to win today and tomorrow; developing personalized, end-to-end customer experiences; integrating diverse assets in modern business models; and managing as a change agent. Students will learn from business leaders and complete practical challenges

BUID 615 Emerging Tech in Business Credits: 1.5

This course will provide students with foundational knowledge on essential emerging technologies (e.g., artificial intelligence, extended reality, internet of things, robotics, etc.). Students will also develop competencies for leading in a digital world as they complete a horizon assessment and imagine a future application for a chosen technology in a personally relevant context. Responsible and sustainable application will be emphasized throughout. Students are not required or expected to have a technical background; instead, they will examine emerging technology from a business standpoint.

BUID 620 Applied Creativity for Business Credits: 3

The act of creativity impacts every facet of business from leading and managing to product development and sustainability. In an environment where artificial intelligence is becoming a greater influence on how individuals and organizations create, understanding the potential and utilization of creativity and innovation in business is critical for existing and future leaders. This course will examine individual, group, and organizational inventiveness. Students will gain the skills to understand and apply the tools of developing, managing, and sustaining personal and cultural creativity.

BUID 635 Persuasion Credits: 3

This course provides a selected survey of theory and research on social influence and persuasion, drawing primarily from work in the social sciences. It is designed to build a conceptual foundation for

students to develop their own skills and techniques for increasing message persuasiveness, instigating behavioral and attitude change, and protecting oneself from unwanted persuasion. Topics covered have broad applicability both within and outside business contexts but relate particularly to issues in marketing, sales, and management. Class will utilize a variety of approaches including lecture, case analysis, and both instructor- and student-led discussion.

BUID 650 Modern Business Mindset

Credits: 3

Modern Business Mindset prepares students to lead rapid, ongoing transformation as seen in customer-centric and omnichannel organizations. Topics include navigating complex problem spaces to win today and tomorrow; adopting a growth mindset and outcome orientation to fuel agile innovation; developing personalized, end-to-end customer experiences; integrating diverse assets in modern business models; and managing transformation while maintaining profits, resiliency, and satisfaction. Students will learn from business leaders and complete practical challenges. Prerequisites: None.

BUID 652 Applied Business Consulting

Credits: 3

This course requires students to utilize concepts from across their program curriculum to assist a client organization with a project focused on a current business problem or opportunity. With mentorship from their instructor(s), teams of students will consult on this client project and will be evaluated by both the instructor(s) and the clients for whom they conduct the project. Students will learn to identify and use appropriate sources of information, transforming the information into actionable managerial insight that improves the effectiveness of their clients' decisions.

BUID 655 Omnichannel Execution

Credits: 3

Omnichannel Execution focuses on the design and delivery of systems that enable seamless, relevant user experiences regardless of place, time, or device. Topics include network planning and design for efficiency, resiliency, and value; bridging digital, physical, and human resources with supply chains and distribution; and strategic data infrastructure and usage. Students will hear from business leaders working in various omnichannel industries and complete practical challenges similar to those faced on the job. Prerequisites: None.

BUID 660 Modern Business Applications

Credits: 3

Modern Business Applications allows students to gain hands-on experience by consulting for a real-world client on a modern business challenge. Projects will be interdisciplinary in nature, such as creating user experiences that are enabled by humans, data, and technology functioning systematically. Small teams of students will conduct a situation analysis and horizon assessment, critically evaluate opportunities and solutions, and craft a recommendation that they will present to their client. Student teams will have regular meetings with faculty and access to an industry mentor as they complete their project. Prerequisite: 3 credits from the following: BUID 615 (1.5), BUID 650 (3.0), BUID 655 (1.5), ENTR 625 (1.5), MGMT 625 (1.5), MKTG 625 (1.5), MKTG 774 (1.5), OPMT 625 (1.5).

BUID 714 Topics

Credits: 0-3

This course can cover a variety of topics, depending on faculty interest and student demand.

BUID 775 Innovation Scholars

Credits: 0-3

This course is a marketing leadership lab. The MBA student leads a team of 4-5 undergraduate students from one of the Minnesota Private Colleges. The team is charged to determine the viability of an invention provided by Mayo or is given a project from a local medical startup company from Medical Alley. The team will research and understand the science behind the invention or product, the competitive landscape, legal issues, potential consumer demand, ethical considerations, and financial implications in order to develop a launch recommendation. The team also develops a commercialization

plan and presents their findings to the Mayo inventor/project manager or to the management of the Medical Alley company. Prerequisite: instructor permission

BUSN 714 Graduate Topics

Credits: 0-3

These courses will address various issues in the study and practice of Business. The nature and focus of the topics will vary based on current developments in the field and the offerings by the BUSN faculty. This class may be taught as a Study Abroad Class

ENTREPRENEURSHIP COURSES: GRADUATE

ENTR 625 Entrepreneurial Thinking

Credits: 1.5

This is a brief, introductory course designed to help the general manager understand what it takes to identify and evaluate new opportunities, and to transform innovations into profitable businesses. In this course, students will begin developing key skills and knowledge necessary for applying the entrepreneurial process within the corporate context.

ENTR 650 New Venture Strategies

Credits: 3

Introduces fundamentals of the entrepreneurial processes used in launching businesses from the ground up, purchasing or acquiring ventures, leading within family enterprises, or growing franchise businesses. Recognizing and creating opportunities is emphasized. Major assignments involve studying practicing entrepreneurs and their ventures, distinguishing between ideas and opportunities, and developing feasibility assessments. -- Prerequisite: Standard core courses

ENTR 702 New Venture Finance

Credits: 3

Focuses on developing financial strategies for various types of businesses including issues related to debt vs. equity financing, sources of financing, advanced financial projections, managing cash flow gap, determining business valuation, and using equity in partner and employee compensation. Students make a financing presentation and negotiate financing with lender or investor. Prerequisites: ACCT 601 and FINC 600

ENTR 703 New Venture Marketing

Credits: 3

Introduces students to the requirements of an action centered marketing plan that identifies and evaluates market potential, niche viability and distribution channels. The course focuses on early stages of start-up, emphasizing guerilla marketing and bootstrapping techniques. Case analyses and visitors from industry add real-world experience. Requirements include preparation of a market-entry strategy for existing or potential new venture. -- Prerequisite: Standard core courses

ENTR 704 Launching New Ventures

Credits: 3

Focuses on launching new ventures capable of sustained growth over-time. Emphasizes the development of marketing, operating, and financing strategies used to guide early stages of start-up, or management of small and medium sized businesses. Subject matter is organized around the components of an effective business plan.

ENTR 705 Family Business Mgmt

Credits: 3

The course explores the challenges and opportunities facing individuals and families involved in business relationships. Topics include family business dynamics, entrepreneurial influences, handling conflict, career planning, succession, strategic planning and survival skills as a son or daughter. The course uses lecture, discussion, case studies and frequent guest speakers. The major assignments involve the development of individual projects related to the organization, participation and succession issues in your family business. You must be involved in a family business relationship and are strongly encouraged to bring your parents or other significant family members to audit the course. -- Prerequisite: Standard core courses

ENTR 707 Innovation and Corp Entrp

Credits: 3

Designed for entrepreneurs, managers, and consultants interested in creating and reinforcing entrepreneurial responses within established organizations. Course examines how managers affect the nature and rate of innovation through organizational culture, structure, communication, reward and control systems. Emphasis placed on how individuals initiate, launch and manage ventures within corporate settings. Course integrates theory and practice through the use of readings, discussions, cases, field work and projects.

ENTR 708 Social Entrepreneurship**Credits: 3**

This course introduces students to the field of social entrepreneurship, the practice of identifying, designing, starting and growing successful mission-driven ventures. These include both “non-profit” and for-profit enterprises designed to respond to a specific social need, as well as more traditional ventures working to incorporate ‘socially responsible’ practices into their business models. The course provides an overview of the processes, challenges, and demands associated with creating ventures that seek to integrate financial and social/environmental benchmarks of success.

ENTR 710 MBA Lab Intensive**Credits: 3**

This course is a two semester, 6-credit intensive designed to take a student's idea from conception to as close to launch as possible. This unique course provides core theoretical MBA-level content in a real-time context, applied in a sequence consistent with the new venture development process. Students complete an application for the course, with acceptance based primarily on their stated intention to start a business in the immediate future. If accepted into the course, enrollment in ENTR703 Venture Marketing during the Fall semester, or prior completion is required. This class is not open to students who have completed ENTR702 or ENTR704 ----- Prerequisite: Permission by application

ENTR 711 Gaining Small Bus. Traction**Credits: 1.5**

Small businesses with 250 or fewer employees often struggle to develop an operating system that gives them business traction. The Entrepreneurial Operating System (EOS) and related concepts provide a framework for gaining traction including guidelines for clarifying the role of the entrepreneur; developing business vision and priorities; clarifying business roles and processes; designing governance and planning meetings; placing people in the right positions; and developing measures of key activities. Participants will prepare to work in or lead a firm that uses EOS or similar operating systems.

ENTR 712 Family Owner Governance**Credits: 1.5**

An introduction to owner governance through a family owner group/council that develops an owner vision; makes owner decisions; discovers and employs owner strengths; keeps owning family informed, satisfied and committed; defines policies for business ownership and family employment; and develops future owners and business leaders. Family members of students are strongly encouraged to attend class with their students.

ENTR 714 Topics**Credits: 3****ENTR 715 Independent Study****Credits: 3**

Students must apply to take an independent study class and gain approval from a UST faculty. The independent study form is on the CANVAS, Student Services site.

ENTR 790 Managing a Growing Business**Credits: 3**

Focuses on the tools and processes needed to transition a company or business unit from a small start-up to a large, professionally managed organization. Topics include identifying the barriers to growth, management strategies for each stage of organizational growth, and linking strategy to financial and operational plans. A major requirement of the course is a growth management project.

FINANCE COURSES: GRADUATE

FINC 600 Financial Management

Credits: 3

This course will focus on the financial management of business. It will cover the following subject matter: risk, return, evaluation, cost of capital, capital budgeting, long-term financing, capital structure theory, financial analysis and planning, and working capital management. The international aspect of financial management will be covered as it applies to the subject matter outlined above. Prerequisites: OPMT 600 or BUAN 640, ACCT 601, and GBEC 600 or GBEC 625

FINC 601 Finc Mgmt for Value Creation

Credits: 3

Registration is restricted to EXECUTIVE MBA students only.

FINC 620 Financial Literacy in Healthcare

Credits: 3

This course will provide the fundamental finance concepts and tools for a manager in the health care sector. Key topics covered will include value creation, evaluating financial performance, cash flows, time value of money, risk & return, cost of capital, and capital budgeting decision making tools. Prerequisite: ACCT 603.

FINC 701 Corporate Finance

Credits: 3

This course builds on the concepts learned in "Financial Management" and their application to financial strategies that create shareholders' wealth. It explores in depth the relationships of cost of capital, optimal capital structure, cash flows and residual income concepts in the valuation of firms. Related topics include corporate governance, mergers and acquisitions, leveraged buyouts, spin-offs, off-balance-sheet entities, dividend policy, stock repurchases, agency issues in corporate control and managerial incentive systems, use of derivatives as financial tools, and applications of option pricing theory to corporate valuation. Prerequisite: FINC 600

FINC 713 Investments

Credits: 3

This course is designed to blend theory and practice regarding the capital markets and investment instruments. The purpose is to evaluate the operation of financial markets, provide background on portfolio theory and efficient markets, and develop a practical approach to the valuation process for equities and fixed income. Prerequisite: FINC 600

FINC 714 TOPICS In Finance

Credits: 1.5-3 (0-3)

This course will offer a different topic each time it is offered. Prerequisites: FINC 600

FINC 715 Independent Study

Credits: 3

Students must apply to take an independent study class and gain approval from a UST faculty. Prerequisites: FINC 600 and permission from instructor.

FINC 716 Futures and Options

Credits: 3

This course teaches you how investment and corporate managers use the option and futures markets for speculative and hedging purposes. Explore the institutional and market environment in which investment managers operate. The course will lay the conceptual foundation for solving investment hedging and arbitrage problems. Prerequisite: FINC 600

FINC 717 Invest Fund Mgmt - Aristotle

Credits: 0-3

This class focuses on practical, hands-on investment management. The course provides students with practical experience in individual stock valuation and portfolio management. Student managers are required to commit twelve months to the management of the fund from September through August. The class meets weekly, but the students are expected to maintain contact more frequently through phone and email correspondence. The student managers have access to a trading room on campus

where they can meet to do research and discuss strategy. The student managers are responsible for all the day-to-day administrative duties necessary to manage the fund, ex. trading, presentation materials and performance reporting. The time commitment for the course is substantial as the students are managing real money for the University. Prerequisites: FINC 600, and FINC 713 (may be taken concurrently). Instructor permission is required.

FINC 718 Mergers and Acquisitions

Credits: 3

This is a specialized graduate level finance course in mergers and acquisitions (M&A). The topics covered in mergers and acquisitions (M&A). The topics covered in this course include introduction to M&A environment, M&A valuation techniques, modeling of cash flows, synergies, and offer price, analysis & valuation of privately held companies, analysis of financial implications of various deal structures and anti-takeover techniques, and financing M&A transactions including leveraged buyouts. This course presumes that students have knowledge of basic accounting and financial management concepts and tools. Prerequisite: FINC 600

FINC 720 Investment Banking

Credits: 3

This course will focus on the practice of investment banking, private equity and hedge funds. This class utilizes case studies and related discussions as its primary learning platform. The course work requires students to apply financial and business analysis principles learned in class and in prerequisites to the types of real-world challenges that companies, investment bankers, private equity participants and other types of investors face. This course does not generally involve routine lectures on textbook material. There will also be an IPO project in which each student will be part of an investment banking team vying to represent a company considering an initial public offering. Each team will present a detailed valuation analysis along with their recommended IPO process including key steps, pre-IPO issues to be addressed and IPO marketing plan. See the class schedule for the sequencing of topics. Prerequisite: FINC 600.

FINC 721 Financial Institution and Mkts

Credits: 3

This course will cover the analytical aspects of money and banking, including interest theory, flow of funds and the price determination process for financial instruments. You will review the role of commercial and investment banks, insurance companies and savings institutions in financing businesses - both as principals taking assets into their portfolios and as market intermediaries placing assets with other institutions and investors. Prerequisites: OPMT 600, ACCT 601, GBEC 600 or GBEC 625, and FINC 600

FINC 723 Commodities Markets and Risk Mgmt.

Credits: 3

This is an elective course on Commodities- Energy, Agriculture and Foreign Exchange. Topics to be covered include (i) structure of the various commodities. (ii) position of the Midwest within the global market. (iii) impact on the global commodity markets through regulations, trade policies, weather patterns and consumer behavior. (iv) trading strategies for hedge, arbitrage and speculation; (v) uncertainty in stock prices, exchange rates and interest rates and their effect on commodity prices. Prerequisites: FINC 600 and either GBEC 600 or 625, and OPMT 600 and ACCT 601

FINC 731 Multinational Busn Finance

Credits: 3

This course builds on the basic concepts and finance theory studied in FINC600. Students will explore international finance theory and markets, exchange rate behavior and political risk, with particular application to financial management of a multinational firm. Topics include balance of payments and national goals; analysis of direct foreign investments; multinational working capital management; financial risk management in areas such as the hedging of exchange rate risk; the international cost of capital; multinational capital budgeting; import and export financing; and transfer payments. Prerequisite: FINC 600

FINC 752 Global Financial Services**Credits: 3 (0)**

The course gives students a broader perspective to global financial services industry with special reference to China. The main contents of the course include the Chinese economic, monetary and financial system and policies, China's transition from a socialist to a market economy; structure, players and operation of the banking, bond, stock, insurance, real estate, commodities, private equity, wealth management and currency markets and industries in China; Chinese financial sector regulatory regime; manufacturing and trade in the Chinese and global economy and financial markets; foreign direct and portfolio investments in C facing the Chinese economy and the financial markets. The course engages students in readings, lecture the instructor and Chinese academics and industry experts, and field visits to manufacturing and finance experiential learning. Prerequisites FINC 600. Instructor permission is required.

FINC 755 Global Finance Issues & Policy**Credits: 3**

This course critically examines the current finance and economic crises and issues faced by specific countries and the global financial system as a whole with a view to understand the causes, consequences, and implications of such issues and formulate appropriate policies to deal with, prevent, or mitigate such issues. The specific topics of this course may vary from year to year depending on the current global financial crises and issues but will not duplicate existing courses. Prerequisite: FINC 600

BUSINESS ECONOMICS COURSES: GRADUATE

GBEC 600 Econ of Org and Management

Credits: 3

Economic concepts offer a foundation for understanding managerial decision making within an organizational context and the interactions of organizations in the marketplace. A broad range of topics and concepts will be integrated into lectures, discussions, and case analyses. Topics include: the theory of the firm, including principal - agent issues and incentive contracts; market (demand and supply) analysis, competitive dynamics and strategy implications, internal and external labor markets, decision making in risk-related environments, and government policies affecting management decisions. The emphasis on the U.S. and on market-based economies will be considered in a global context. Prerequisite: OPMT 600

GBEC 610 The Global Economy

Credits: 3

This course focuses on understanding the global macroeconomic conditions and markets to evaluate the current economic environment for business and financial decision-making. Concepts covered include determinants of the level of national income, employment, investment, interest rates, business cycles, inflation, exchange rates, exchange rate exposure, and current global economic and finance developments and issues. Prerequisites: OPMT 600 or BUAN 640, and GBEC 600 or GBEC 625

GBEC 615 Global Economics

Credits: 2

This course focuses on understanding the global macroeconomic conditions and markets to evaluate the current economic environment for business and financial decision-making. Concepts covered include determinants of the level of national income, employment, investment, interest rates, business cycles, inflation, exchange rates, managing exchange rate exposure and current global economic and finance developments and issues.

GBEC 625 Managerial Economics

Credits: 1.5

This course focuses on the application of microeconomic tools and concepts to business decision-making. Every organization faces numerous decisions. Every decision-maker faces limits of money, resources, technology, and information. Optimal decisions must balance the marginal benefits of a decision with the decision's marginal costs. The tool of constrained optimization is applied to cost minimization, output maximization, and profit maximization. Concepts covered include optimal output volume; demand analysis and estimation; production and cost; market structure and strategic positioning; and optimal pricing strategies. Prerequisites: OPMT 600 or BUAN 640

GBEC 630 Health Care Economics

Credits: 3

Important macro- and microeconomic principles are applied to the health care environment. Macroeconomic topics include aggregate economic interrelationships and indicators of economic activity; causes and consequences of health care business cycles; and the impact of government policy. Microeconomic topics include optimization; forecasting techniques; demand and cost estimation; market structure; pricing; decision making under uncertainty; and cost-benefit analysis. This class is part of the Health Care UST MBA program.

GBEC 700 Economics of Strategy

Credits: 3

This course builds upon the basic competitive analysis and strategy skills introduced in ECON600. Students will employ theoretical concepts and statistical analyses to conduct an effective analysis of a market or industry and to formulate a suitable competitive strategy. Emphasis is on team analysis of case applications as well as the student's own industry and firm. Especially useful for students with strategic responsibilities or those considering a career in management consulting. Prerequisites: OPMT 600 or BUAN 640, and GBEC 600 or GBEC 625

GBEC 701 Applied Econ Bus Forecasting**Credits: 3**

This course focuses on how to generate and implement forecasts of economic and business data with emphasis on modern statistical methods widely used by forecasting practitioners. Specific applications include forecasting sales, production, inventory, macroeconomic factors such as interest rates and exchange rates and other aspects of both short- and long-term business planning. The topics covered in this course include a brief statistical review, data considerations, model selection, moving averages and exponential smoothing, regression analysis, time-series decomposition, Box-Jenkins (ARIMA) models, optimal forecast combination, and forecast implementation. Because the course emphasizes application, it will utilize statistical software. Prerequisites: OPMT 600 and GBEC 600 or GBEC 625

GBEC 714 Topics in Business Economics**Credits: 3**

These courses will address various issues in the study and practice of Business Economics. The nature and focus of the topics will vary based on the current developments in the field and student needs identified by the Business Economics faculty. For specific course description please go to CANVAS Student Services under Highlighted Courses. Prerequisites: OPMT 600 and GBEC 600 or GBEC 625

GBEC 715 Independent Study**Credits: 1-3**

Students must apply to take an independent study class and gain approval from a UST faculty. Prerequisites: OPMT 600 and GBEC 600 or GBEC 625

GBEC 750 Intro to Nonprofit Sector**Credits: 3**

This course serves as an introduction to the nonprofit sector by providing an overview that includes size, scope, and types of organizations. Also addresses related topics such as charitable behavior and philanthropy, interrelationships among earned and unearned revenue sources, social entrepreneurship, governance and accountability, and interactions with the for-profit and government sectors. Prerequisite: OPMT 600

MANAGEMENT COURSES: GRADUATE

MGMT 600 Mgmt of Org Behavior

Credits: 3

All organizations are impacted by how people behave in those organizations. A key role of a manager is to guide that behavior to successfully accomplish organizational goals. Organization Theory and Behavior is about this aspect of business. The class objectives are for you to (a) gain an understanding of the various theoretical views of behavior in organizations and (b) be able to use these theories to systematically analyze organizational situations and generate appropriate action plans. The course is designed to facilitate the incorporation of your experience and personal values about behavior in organizations in the development of these plans. -- Prerequisite: None

MGMT 602 Mgmt: Challenges and Purpose

Credits: 3

Management Challenges and Purpose (MCP) explores the realities of managing and working in continuously changing organizations. Five major components are examined: 1) Management: the role of management and leadership in today's organizations; 2) Self: The relationship between management performance and personal preferences, skills, and interests; 3) Values: the connection between personal values and ethical management; 4) Future: the ability to think long-term, to assess trends, and to understand managerial implications; and 5) Resources: management development tools and processes. MCP's goal is to help students position themselves and others for future success and fulfillment in their work. Rigorous discussion and critical reflection provide personal and managerial insights.

MGMT 603 Leading Self and Others

Credits: 3

Leadership is about insight, initiative, influence, and impact. You will explore principled leadership in this class, gaining a framework and skillset for developing your ability to make meaningful impact within dynamic and complicated organizations. Leading self and others incorporates insight into individual strengths and diversity, interpersonal and team dynamics, taking initiative and having influence both with and without formal authority, and examining the larger impact on organizational systems and the common good. This core MBA course, taken in the first year of the program, is designed to help students discern that leading is challenging and critical for success in both your career and the UST MBA program.

MGMT 604 Leadership in Organizations

Credits: 1.5

Leadership is about integrity, insight, initiative, influence, and impact. You will have an opportunity to explore leadership in an organizational context in this class, positioning you for continued success in both your career and the UST MSM program. You will gain a framework and skillset for developing your ability to make meaningful impact within dynamic and complicated organizations. This course incorporates insight into self-awareness, interpersonal and team dynamics, taking initiative and having influence both with and without formal authority, and examining the larger impact on organizational systems and the common good. Leadership is not exclusive to only those who currently manage direct reports but rather explores the opportunity that each individual has to lead in and across various groups, people, and organizational settings. Prerequisite: Entrance into the MS in Management program

MGMT 605 Leading for Health Care Innovation

Credits: 2

Leadership is about insight, initiative, influence, integrity and positive impact. In this course you will gain a framework and skillset for developing your ability to make meaningful impact as a principled and innovative leader within dynamic and complicated health care organizations. Topics explored include individual strengths and diversity, interpersonal and team dynamics, taking initiative and having influence both with and without formal authority, and examining the larger impact on organizational systems and the common good. This course provides opportunities to think more systematically about what it means to be an innovative leader in Health Care.

MGMT 606 The Inclusive Leader**Credits: 1.5**

To be effective and just, managers need to practice inclusion at self, interpersonal, team, organizational and community levels, based on foundational knowledge, skills, and mindsets applied in diverse domestic and global contexts. This course introduces a range of perspectives including legal, ethical, structural, political, symbolic, historical, social, and relational, to explore topics such as bias, power, privilege, and harassment in organizations, intercultural competence, and global workforce and market demography. Emphasis is on using these frameworks and concepts for assessing and transforming your workplaces (local and global) and communities to be intentionally diverse, inclusive, and equitable. Prerequisite: Entrance into the MS in Management program

MGMT 607 Effective Team Management**Credits: 3**

Businesses increasingly use teams to get work done at all levels of the organization, but often teams are not managed effectively. This course examines when teams are the right choice (and when they are not), how to be an effective team member and leader, and how to diagnose and solve common team problems. The course also examines teams operating under special circumstances, e.g., cross-functional, temporary, global, and distributed (or virtual). Prerequisite: None

MGMT 608 Finding the Right Talent**Credits: 1.5**

Organizations need top talent in order to accomplish their goals. Hiring employees who possess the appropriate capabilities and fit the organization's culture is critical to achieving organizational success. Given this, this course is designed to help managers find and hire employees who possess the right competencies and fit the organization by covering: workforce planning, the legal environment regarding employee selection and promotion, the identification of employee competency and value requirements, recruiting options to find potential candidates, assessment tools and decision-making processes to identify and hire the right candidates, and employee onboarding. This course focuses on developing and using a reliable and valid selection process that provides the most capable employees for the organization's current and future needs while satisfying government regulations.

MGMT 609 Developing Talent**Credits: 1.5**

Talented employees are one of an organization's greatest resources for achieving its current goals as well as transforming to meet future challenges. This course reviews the issues and practices of developing employees. Specifically, the course will cover the areas of: identifying talented employees, determining an employee's goals, planning the movement of individuals within the organization, creating formal and informal opportunities for employees to develop, determining approaches to retain employees (e.g., rewards), as well as engaging, motivating, and retaining all employees including high talent individuals.

MGMT 610 Human Resource Management**Credits: 3**

The purpose of this course is to help managers, and those hoping to become managers, use human resource practices and theories to build effective workplaces. To do this, the course covers human capital management, global HR, diversity and equal employment, employment law, staffing, talent management, compensation and benefits, and labor relations.

MGMT 611 HR Planning and Staffing**Credits: 3**

This course deals with the analysis, strategic uses and composition of an organization's work force. It focuses on three broad areas: demand and supply of talent, strategies for assessment of talent and analytical tools for managing these challenges. Topics include succession planning, recruitment strategies, work force productivity, analysis tools and assessment, and selection techniques.

MGMT 612 Comp and Reward Systems**Credits: 3**

This course includes a comprehensive overview and analysis of compensation and reward systems and practices. Topics include elements of compensation models, legislation impacting compensation practices, equity and market factors, pay delivery systems, job analysis methods, job evaluation

techniques, strategic planning, compensation and incentive plan design, pay-for-performance, market survey techniques and the impact of compensation practices on productivity, morale and profits. This course also meets many of the American Compensation Association standards and qualifies for ACA currency credits.

MGMT 613 Employee Perform and Develop

Credits: 3

This course focuses on theories, practices, and issues dealing with the management of human performance, potential, professional growth, and career development in various types of organizations. It provides an in-depth review and analyses of human resource practices dealing with performance management, employee training, development and career management, as well as an overview of human potential in organizations.

MGMT 616 Consulting & Partnering

Credits: 1.5

Helping organizations address the problems and opportunities they face in meeting their mission, strategies, and goals requires strong consulting and business partnering skills. This course is designed to provide an overview of the consulting role (both internal and external) with an emphasis on organization consulting issues. Students will explore how to integrate their own perspectives with the experience of the client system, while effectively managing the consulting process during the important phases of a project, including: contracting, overcoming resistance, data gathering, analysis and diagnosis, reporting results, implementation, and building engagement. The course will focus on the importance of ethical practice, building strong helping relationships, holding difficult conversations, mitigating risk, and understanding the notion of using the "self as an instrument of change," while providing solutions through the consulting and partnering process.

MGMT 618 Practicum for Health Care Innovation

Credits: 1

This course represents the first half of the experiential learning (learning by doing) opportunity focusing on career and professional development. Student career goals and objectives are addressed through critical skill development, professional networking, identifying a mentor, and outlining a project for the capstone course (MGMT 734), the final requirement to graduate devising a solution to a 'real-world' problem within a healthcare organization. Faculty, mentor, and student collaborate to design the practicum to complement students' career goals, interests, and experience.

MGMT 619 Group Dynamics and Team Effort

Credits: 1.5

Businesses use teams to get work done at all levels of the organization. This course examines when teams are the right choice (and when they are not), how to be an effective team member and leader, and how to diagnose and solve common team problems. Prerequisite: Entrance into the MS in Management program

MGMT 623 Project Management

Credits: 3

The field of project management is young and constantly changing. Companies seek to reduce development cycles while increasing the technological complexity of their products. Corporate downsizing has increased the average workload and reduced the resources available for project development. Sound familiar? This course will discuss the fundamental basis for scheduling and project scope difficulties and provide tools for creating practical solutions. We will become more aware of why we encounter similar pitfalls with each new project. Discover that you are not alone in encountering a chaotic project life cycle, the complexity people bring, and the reasons why our organizations are continuing to become more chaotic. This course will examine the new phase development of project management. We will use numerous disciplines to create a more dynamic and flexible project management methodology. These disciplines include Industrial Behavior, Psychology, Human Behavior, Chaos and Complexity, Organizational Behavior, and Systems Theory to name a few. As project managers, we face impossible schedules, unrealistic specifications, and limited budgets. As leaders we face personnel issues, motivation requirements and organizational issues. This course will provide insight and practical examples of the areas of knowledge needed to practice effective project

management in today's dynamic work environment.

MGMT 625 Competitive Strategy

Credits: 1.5

Competitive Strategy is designed to help students learn about the nature of business, and the principled leadership and governance of firms. This course focuses on the formulation of business-level strategy to help students gain a practical understanding of how the functions (finance, marketing, accounting, operations, human resources, etc.) are aligned with business-level strategy to support the mission, goals and objectives of a firm. Major questions explored in this course include: Why are some industries more profitable than others? Why do some firms consistently outperform others? How can a firm build and sustain a competitive advantage? A variety of industry contexts and firms will be used to illustrate the application of the analytical tools and frameworks covered in the course to any type of firm, including for- profits, non-profits and not-for-profits. Prerequisite: None

MGMT 630 Overview of Health Care Sys

Credits: 3

This course provides students with an accurate understanding of the various components of the health care system - providers, consumers, payers, third parties - and how they interrelate. Students will learn about issues, motivations and incentives that influence all parts of the system. They will also gain an understanding of the political and social environment in which they operate.

MGMT 631 Community Health

Credits: 3

Study the relationships of factors related to community health care and the implication they have for the leaders and managers of health care organizations. Special emphasis is placed on the impact of epidemiological factors on the usage and delivery patterns of medical care and management of populations. Restricted to Health Care UST MBA students only.

MGMT 632 Princ of Health Care Quality

Credits: 3

This class focuses on the concepts, theories and realities of enhancing organizational performance through quality improvement within health care organizations. Topics include organizational productivity, transformational leadership, accountability and outcomes. Restricted to Health Care UST MBA students only.

MGMT 635 Collaborative Strategies

Credits: 1.5

This course is intended to improve your ability to determine whether, when, and how to execute collaborative strategies as part of your firms' overall growth strategy. The last two decades have seen an explosion in collaborative activity between firms. As a result, it is likely that, regardless of your chosen career path, you will at some point either work for, help to establish, or compete with collaborative ventures. Managers considering collaborative activity face a range of issues: When should an interaction be structured as a joint venture, a contractual alliance, or simply as an arm's-length contract? When should I prefer to collaborate with an external partner rather than doing the project entirely in-house? How can I best structure and manage this partnership? What can I do to prevent competition between partners? How do I evaluate whether a prospective partner is best for me? Prerequisites: MGMT 625 and MGMT 645

MGMT 641 Exec Persp on Mging Org Beh

Credits: 3

Open to students admitted to Executive MBA Program

MGMT 645 Intro to Growth Strategies

Credits: 1.5

This course is designed to introduce the concepts of corporate strategy and the pitfalls and benefits that firms face in their quest to ethically grow. Managers tasked with growing a business face several dilemmas: When should the business grow? When should that growth take place internally? When would it be better to grow via an external path? If growth via an external path is appropriate, should I

prefer an alliance, a joint venture, or an acquisition? How would I answer the same questions if the growth opportunity is international? Prerequisite: MGMT 625

MGMT 660 Leader Development Lab I

Credits: 1

Registration is restricted to Full-time MBA students only. Leadership involves more than just obtaining technical knowledge and skills. It also involves managing yourself and your career, as well as knowing your strengths and values and knowing how to apply them to managing and leading in organizations. The first lab in this series reviews the emerging literature on emotional intelligence and self-management: students will do activities in which they discover and articulate their own uniqueness as a business person as well as their styles of working with others in groups and teams. In the second lab students will further develop knowledge and skills in self-management and will gain an understanding of how to operationalize their uniqueness in the world of business. Implications for the global marketplace will be discussed. In the third lab, students will learn more about their roles in groups and teams and how to operationalize their ethical values on an interpersonal level.

MGMT 661 Leader Development Lab II

Credits: 1

Registration is restricted to Full-time MBA students only. Leadership involves more than just obtaining technical knowledge and skills. It also involves managing yourself and your career, as well as knowing your strengths and values and knowing how to apply them to managing and leading organizations with initiative and influence. In the second lab, MGMT 661, students will further develop knowledge and skills in self-management and will gain an understanding of how to operationalize their uniqueness in the world of business. Implications for the global marketplace will be discussed. Prerequisite: MGMT 660

MGMT 662 Leader Development Lab III

Credits: 1

Registration is restricted to Full-time MBA students only. Leadership involves more than just obtaining technical knowledge and skills. It also involves managing yourself and your career, as well as knowing your strengths and values and knowing how to apply them to managing and leading organizations with initiative and influence. In the third lab, MGMT 662, students will learn more about their roles in groups and teams and how to operationalize their ethical values on an interpersonal level. Prerequisite: MGMT 661

MGMT 663 Applied Communication Lab I

Credits: 1

Registration is restricted to Full-time MBA students only. In this series of labs, students will learn to effectively communicate in a business and organizational setting. Topics include business writing, oral communications, electronic communications including e-mail and the Web, and business presentation skills. Ethical and international aspects of communications are discussed. Each lab will be attached to a core course and all presentations and major papers in that course will be used to demonstrate and practice these communications skills. The content of such papers and presentations will be graded by the respective course instructor. However, the communications aspect of these papers and presentations will be graded separately by the communications instructor and included in the grade for the communication lab.

MGMT 664 Applied Communication Lab II

Credits: 1

Registration is restricted to Full-time MBA students only. See description for MGMT663.

MGMT 665 Applied Communication Lab III

Credits: 1

Registration is restricted to Full-time MBA students only. See description for MGMT663.

MGMT 698 Strategic Mgmt in Healthcare

Credits: 3

In this course, students learn about the nature of healthcare organizations, and their leadership and governance, with an emphasis on the ethical dimensions of problem solving at the general management level. This course primarily focuses on the formulation of competitive strategy to help students gain an

understanding of how competitive strategy is aligned with and supports the mission, goals and objectives of a healthcare organization. Major questions explored in this course include: Why are some segments of the healthcare system more profitable than others? Why do some healthcare organizations consistently outperform others? How can a healthcare organization build and sustain a competitive advantage? A variety of industry contexts and organizations will be used to illustrate the application of the analytical tools and frameworks covered in the course to any type of healthcare organization, including for-profits, non-profits and not-for-profits.

MGMT 702 Leading Organization Change

Credits: 3

Change in organizations has become pervasive. This course will examine how change occurs in organizations so students can better understand the process and develop a framework for understanding and managing change more effectively. The course will look at major world and societal changes that contribute to the amount and pace of change in business organizations, review the major theories that try to explain change, and explore diagnostic tools and actions needed for facilitation and implementation of change. Students will also be challenged to become more successful managers by recognizing their personal capacities to direct and experience organizational change while dealing with competing demands on their energy, time and attention. Prerequisite: None

MGMT 704 Organization Development

Credits: 3

Organization Development (OD) models, principles, and techniques provide a strong foundation for successful organizational change. OD interventions can positively impact individual and team performance, changes to organizational structure and culture, leader effectiveness, and technology integration. This course is designed to give students experience in applying a variety of OD approaches to real-world business problems and opportunities and to their own organizational experiences. Equipped with knowledge of current and evolving practices in organization development, students will experience first-hand how to effectively build diagnostic models based on sound data gathering and analysis, and design a variety of intervention strategies and activities that result in successful and sustainable outcomes at the individual, group, and organizational levels.

MGMT 707 Careers in the 21st Century

Credits: 3

This course will consider the changes in careers that have occurred over the last twenty years and the effects they have on individual career management in early, mid, and later career stages. We will study career building options both inside and outside organizations, challenges individuals face as they learn to manage their careers more independently and how these changes are affecting or could affect the functioning of large organizations. Examples of course topics include: how the career histories of CEO's are changing, how careers are being internationalized, the differences in career progression between men and women and how successful "free agents" feel about their careers. The overall goal of the course is to help individuals manage their own careers more successfully as well as help them manage organizations and employees to take advantage of the changes in career patterns.

MGMT 708 Storytelling: Influencing Organization Decisions

Credits: 3

The course will introduce students to principles that effectively link storytelling to influencing business outcomes ethically and effectively. Our business culture demands concise and meaningful communications that can both inform and influence decision makers. This course is designed to teach business professionals principles and skills that enhance their thinking about data and the use of a variety of communications channels to facilitate positive business decisions. Students will explore the meaning of information and its effect on organizational strategy and culture; be able to build a structured thinking process to tell a compelling story; and gain skills in confidently understanding and using information to influence outcomes. Prerequisites: NONE.

MGMT 714 Topics

Credits: 0-3

These courses will address various issues in the study and practice of management. The nature and focus of the topics will vary based on current developments in the field and the offerings by the management

faculty. Course design and requirements will depend on the course topic. specific Course Description please go to CANVAS Student Services under Highlighted Courses.

MGMT 715 Independent Study

Credits: 0-3

Students must apply to take an independent study class and gain approval from a UST faculty. The independent study form is on the CANVAS, Student Services site.

MGMT 732 Health Care Policy

Credits: 3

We will address the socioeconomic, political, ethical and practical issues confronting the medical care system in the United States. Emphasis is given to the trends in providing and financing care in changing markets and governments, as well as the implications for clinics, medical groups and health professionals. Restricted to Health Care UST MBA students only.

MGMT 733 Financing the HC System

Credits: 3

Gain an overall understanding of managed care organizations, how they function and their relationships with other providers. Topics include managed care definitions; attributes of managed care models; history of managed care; health plan perspective, including underwriting, rate setting, payment methodologies and new product design; contracting issues for providers; the economics of managed care; and the future of managed care.

MGMT 734 Integrative Study

Credits: 3

You will prepare a major study of an issue or project which integrates as many of the courses as possible. The study is both written and presented to colleagues in a formal board-like setting. Restricted to Health Care UST MBA students only.

MGMT 742 Managing Interpersonal Skills

Credits: 3

Ever had a manager who provided feedback that was immediately actionable and motivated you to step outside of your comfort zone? Ever had a colleague who was able to facilitate meetings that brought different perspectives together in order to arrive at the best answer possible? Interpersonal skills help you and those around you succeed and excel. Therefore, this course focuses on building these skills, with specific attention paid to topics including giving and receiving feedback, managing conflict, coaching and managing performance, and communication.

MGMT 743 Executive Development I

Credits: 1.5

Registration is restricted to EXECUTIVE MBA students only.

MGMT 744 Executive Development II

Credits: 1.5

Registration is restricted to EXECUTIVE MBA students only.

MGMT 745 Global Systems

Credits: 3

Registration is restricted to EXECUTIVE MBA students only.

MGMT 746 Lead Strat Change & Hum Cap Inve

Credits: 3

The ability to adapt an organization in response to environmental market, and internal changes, pressures and opportunities is a crucial capability for maintaining competitive advantage. The capability requires alignment of employees and key organizational systems with evolving market strategies and customers, which is a complex activity that emerges over time. This course explores how leaders align their workforce strategy with evolving market strategies to sustain retention, engagement, and performance of high talent employees. Topics covered may include: system dynamics, effective change management strategies and approaches, identify and develop high talent employees and succession, strategic redesign of work and the organization, and measuring the return on investment of investing in people.

MGMT 751 Risk Management

Credits: 3

The recent economic crisis, along with a range of other looming challenges (climate change, unrest in the Middle East, health and food security concerns, demographic changes and social mobility), have presented global organizations with a daunting array of risks. Broadly, this situation presents organizations with the challenge of developing more comprehensive approaches to the management of risk. Key subjects of investigation in MGMT 751 will include: 1. Engaging Boards and Executive Management in order to get risk management onto their agendas. 2. Translating risk policy into risk management systems and structures. 3. Knitting together the existing technical specialist infrastructure. 4. Developing sufficient risk management competence among the entire organization. 5. Communicating relevant risk information to external stakeholders.

MGMT 753 Risk Leadership in a Global Context

Credits: 3

The structure of MGMT753 is a seminar format. Under the guidance of the instructor, students will be exposed to a wide range of theoretical, conceptual, and practitioner-oriented reading materials related to the subject of the insurance industry. Topics of specific concern will vary, but likely will include the internationalization of the economy, the movement toward a financial services industry, the impact of technology, and the emergence of alternative risk financing markets. The seminar enlists industry leaders who participate in selected sessions and provide expert input on the questions at hand.

MGMT 755 Strategic Sustainability

Credits: 3

Sustainability can be understood as a moral imperative for business organizations to cultivate values that prioritize the long-term well-being of society and the environment. The pressure for sustainable development also has significant strategic implications, as opportunities exist for firms of all sizes and types to profitably identify, develop, and deploy technologies, products, and services that contribute to sustainable practices and resource use. This course examines the intersection of these imperatives in theory and in practice. It focuses on how sustainability impacts and is impacted by corporate mission and strategy, and the functional decisions driven by mission and strategy. Concepts related to sustainability from a variety of disciplines including ecology and environmental science, ethics and social justice, economics, and history are discussed and deployed in relation to practical experiences and examples.

MGMT 761 Exec Leadership Dev: Self-Awareness

Credits: 1

Executive Leadership Development (ELD) consists of 3 courses that weave together experiential learning, group learning, coaching, and deep self-reflection to help you identify and develop your individualized leadership strategy. The courses explore the personal, social, and professional challenges of leading people in complex organizations. A premise is that leaders must take responsibility for their own development and that leaders who do so will be more effective. In this course, you will explore your leadership motivations, values, strengths, and challenges. ELD will provide ideas, tools, individual reflections, and peer support teams to help you develop, implement, and refine your leadership style, competencies, and purpose.

MGMT 762 Exec Leadership Dev: Personal Leadership

Credits: 1 (0-1)

Executive Leadership Development (ELD) consists of 3 courses that weave together experiential learning, group learning, coaching, and deep self-reflection to help you identify and develop your individualized leadership strategy. The courses explore the personal, social, and professional challenges of leading people in complex organizations. A premise is that leaders must take responsibility for their own development and that leaders who do so will be more effective. In this course, you will explore your leadership motivations, values, strengths, and challenges. ELD will provide ideas, tools, individual reflections, and peer support teams to help you develop, implement, and refine your leadership style, competencies, and purpose.

MGMT 763 Exec Leadership Dev: Leadership Challenge.

Credits: 1

Executive Leadership Development (ELD) consists of 3 courses that weave together experiential learning, group learning, coaching, and deep self-reflection to help you identify and develop your

individualized leadership strategy. The courses explore the personal, social, and professional challenges of leading people in complex organizations. A premise is that leaders must take responsibility for their own development and that leaders who do so will be more effective. In this course, you will explore your leadership motivations, values, strengths, and challenges. ELD will provide ideas, tools, individual reflections, and peer support teams to help you develop, implement, and refine your leadership style, competencies, and purpose.

MGMT 764 Exec. Leadership Dev.: Relationships & Networks Credits: 1

Executive Leadership Development (ELD) consists of 6 courses that weave together experiential learning, group learning, coaching, and deep self-reflection to help you identify and develop your individualized leadership strategy. The courses explore the personal, social, and professional challenges of leading people in complex organizations. A premise is that leaders must take responsibility for their own development and that leaders who do so will be more effective. In this course, you will explore your leadership motivations, values, strengths, and challenges. ELD will provide ideas, tools, individual reflections, and peer support teams to help you develop, implement, and refine your leadership style, competencies, and purpose.

MGMT 765 Exec. Leadership. Dev: Career Development Credits: 1

Executive Leadership Development (ELD) consists of 6 courses that weave together experiential learning, group learning, coaching, and deep self-reflection to help you identify and develop your individualized leadership strategy. The courses explore the personal, social, and professional challenges of leading people in complex organizations. A premise is that leaders must take responsibility for their own development and that leaders who do so will be more effective. In this course, you will explore your leadership motivations, values, strengths, and challenges. ELD will provide ideas, tools, individual reflections, and peer support teams to help you develop, implement, and refine your leadership style, competencies, and purpose.

MGMT 766 Exec. Leadership. Dev: Integrated Lifestyles Credits: 1

Executive Leadership Development (ELD) consists of 6 courses that weave together experiential learning, group learning, coaching, and deep self-reflection to help you identify and develop your individualized leadership strategy. The courses explore the personal, social, and professional challenges of leading people in complex organizations. A premise is that leaders must take responsibility for their own development and that leaders who do so will be more effective. In this course, you will explore your leadership motivations, values, strengths, and challenges. ELD will provide ideas, tools, individual reflections, and peer support teams to help you develop, implement, and refine your leadership style, competencies, and purpose.

MGMT 791 Strategic Human Cap Investment Credits: 3

The ability to adapt an organization in response to environmental, market, and internal changes, pressures and opportunities is a crucial capability for maintaining competitive advantage. This capability requires aligning employees and key organizational systems with evolving market strategies and customers, which is a complex activity that emerges over time. This course explores how leaders align their workforce strategy with evolving market strategies to sustain retention, engagement, and performance of high talent employees. Topics covered may include systems dynamics, identifying and developing high talent employees and succession, strategic redesign of work and the organization, and measuring the return on investment of investing in people.

MGMT 794 Executive MBA Capstone Credits: 3

MGMT 799 Strategic Management Credits: 3

An integrative approach to the formulation and implementation of organizational strategy and policy, this capstone course focuses on organizational performances as it relates to mission, goals and objectives. You will get practice defining multi-faceted problems and their causes; analyzing internal

and external environments; reviewing key corporate and business strategies; formulating alternative strategic options; and addressing the challenges of implementation. Emphasis is on the ethical dimensions of problem solving at the general management level. The course will draw upon the analytical tools and managerial knowledge developed in all previous MBA courses, with application to both for profit and nonprofit organizations. -- Prerequisite: All core classes and two electives (MBA capstone class)

MGMT 804 Inclusive Leadership in Diverse Organizations Credits: 3

Many of the key opportunities and challenges for global businesses center around people from different cultures working together, whether as co-workers, employee-employer, supplier-customer, or strategic alliance partners. This course teaches students how to make strategic use of intercultural synergies to help organizations improve market penetration, employee engagement, customer loyalty, and the bottom line. The course develops students' knowledge of and skills in practicing: principles for optimizing human performance in organizations, cultural intelligence, human diversity, and leading and managing intercultural organizations. Global cultures, subcultures and domestic cultures are considered. The ethical implications of managing cultures and diversity are examined. The course is designed for general managers. Specialists in strategy, management, leadership, human resources, services marketing, and entrepreneurship may find this material especially salient.

MGMT 805 International Business Credits: 3

Companies today face an increasing variety of choices about where to locate different value-creating activities. This course explores the opportunities and challenges associated with conducting business in a global context. The goal of this course is to provide the foundations for understanding the external global environment facing a multinational enterprise (MNE), and the internal challenges of managing an MNE. Specifically, this course examines the following topics: the forces behind globalization, the different cultural, political, legal and economic environments in which global businesses operate, the tradeoffs between global and local strategies, the alternatives available for coordinating activity in an MNE, and the unique challenges involved with managing people in a globally dispersed organization.

MGMT 806 Executive Perspective Credits: 3

Chief executive officers and senior managers from large, medium and small organizations will discuss their goals and strategies as they apply to the management of their businesses. Students will have an opportunity to relate the management philosophies and techniques developed in the MBA program to those presented by CEOs. Candor, depth and free exchange among the students and CEOs will be the discussion format. Topics include: issues current to CEO's industry and to business; management style; personnel selection and staff motivation; career goals and personal objectives; dealing with stress; a satisfying personal life and is it compatible with a successful business career. Prerequisite: MGMT 603 or MGMT 600.

MGMT 808 Negotiation Skills Credits: 3

This course explores the major concepts of negotiation inherent in any business or personal situation. The focus will be on interpersonal and inter-group conflict and its resolution. Through the analysis of bargaining and conflict situations, students will be able to learn their own individual "negotiating styles." Some of the major elements of the course include distributive (win-lose) negotiations, integrative (win-win) negotiations, the use of power in negotiations and negotiation ethics. Negotiation cases will be used extensively in the course to allow students to improve their negotiation skills through "hands on" scenarios. Beginning with relatively simple one-on-one negotiations, the course will progress to complex, multi-party negotiations where class members will assume different roles.

MGMT 861 Nonprofit Resource Development Credits: 3

This course provides a detailed, thorough understanding of the concepts, resources, environment and techniques of development for nonprofit organizations. It uses a strategic overview approach to planning, organizing, operating and controlling the development function. Topics will include: role of

the board, volunteers and staff; constituency building; institutional support; individual giving; campaign organization; fundraising planning; ethics of fundraising; and entrepreneurship and innovation.

MGMT 862 Program Design Eval Nonprofit

Credits: 3

Nonprofit program design is the precursor of effective implementation that ultimately creates positive and lasting changes in people's lives. This course will consider the theory, design, development, implementation and evaluation of nonprofit programs and their effectiveness within their supporting social sector organization. The course is appropriate for anyone working (or wanting to work) in a setting where there is a "double bottom line" of providing both social good and fiscal responsibility. Investigation of the logic model, performance evaluation and management tools will provide a solid base for any nonprofit program development activities or fund seeking.

MARKETING COURSES: GRADUATE

MKTG 600 Marketing Management

Credits: 3

This course offers a managerial approach to the study of strategic market decision making. It will examine the basic principles of marketing and their use in developing an optimum marketing mix. It will cover such topics as market planning; segmentation and target marketing; channels of distribution; consumer behavior; competitive analysis; pricing, demand analysis and forecasting; promotion, sales management; and product decisions. The course is designed to build a conceptual foundation for understanding and analyzing marketing situations. You will learn a managerial approach to applying marketing principles to practical marketing situations. This course provides a foundation for further education in marketing. Prerequisite: None

MKTG 601 Dev & Del Superior Cust Value

Credits: 3

Registration is restricted to EXECUTIVE MBA students only

MKTG 625 Marketing Frameworks

Credits: 1.5

Marketing Frameworks is designed to build a practical understanding of the frameworks and tools that are frequently used to solve marketing problems. The course will examine strategy formulation and the marketing mix (product, price, place, and promotion) tied to a thorough assessment of the marketplace (company, competitors, customers, etc.). Students will develop essential skills related to using marketing research, performing quantitative and qualitative analysis, and critically thinking about marketing decisions related to strategy and tactics.

MKTG 630 Promotional Marketing

Credits: 3

Considers the essentials of sales promotion planning as a primary component in the marketing mix. Presents appropriate application of promotion strategies for the consumer, sales force and retail-trade categories. Case studies are used to assess program feasibility and cost effectiveness and to explore trends in promotional marketing. Emphasizes understanding of consumer purchase behavior and the formulation of promotion strategies that influence behavior. Prerequisite: MKTG780 or MKTG600 or equivalent work experience.

MKTG 650 Marketing Research

Credits: 3

This course will provide an overview of the marketing research process and how it supports the marketing function. It will emphasize practical issues related to determining and selecting secondary data sources; conducting exploratory research including focus group interviews; studying and using sample methods; constructing data collection questionnaires; and methods of data analysis. Topics include survey; observational and experimental techniques; questionnaire design; methods of selecting respondents; basic data analysis; and measuring market potential. Prerequisite: Standard core courses and MKTG600

MKTG 655 Global Market Analysis

Credits: 3

This course will provide an overview of the concepts and tools required to understand and evaluate market opportunities in specific global environments. In addition to readings, cases and lectures, the primary project for the course will be the development of a plan for international expansion, based primarily on the analysis and use of secondary sources. It is not designed to replicate any material presented in Marketing Research (MKTG650). -- Prerequisite: Standard core courses and MKTG600

MKTG 671 Advertising Strategy & Mgmt**Credits: 3**

The course will emphasize the development of an advertising plan and message strategy as part of the overall marketing effort, including the development of creative and media planning. Students will apply principles to actual practice in class projects. Guest speakers supplement text content with actual cases.

MKTG 673 Creative Strategy in Adv**Credits: 3**

Combines the skills of planning and creating advertising messages; identifies what an advertisement says to an audience and why it says it; and develops skills in brainstorming, evaluating and directing creative work. Designed for people who manage or work with agency, in-house and freelance creative teams. Prerequisite: MKTG 780 or MKTG 671 or MKTG 600

MKTG 677 Direct Marketing**Credits: 3**

Built around database strategies, this overview of direct marketing provides hands-on knowledge of the planning, create and basic mathematical techniques vital to success in this rapidly changing market area. -- Prerequisites: MKTG 780 or MKTG 571 or MKTG 671 or MKTG 600 or equivalent work experience.

MKTG 707 Retail Management**Credits: 3**

This course provides a strategic and managerial perspective of the unique aspects of retailing from a marketing perspective. Topics include: retail strategy formulation; ownership types; site/location/real estate decisions; merchandising; interior design; operations; service; control; non-store retailing and international. -- Prerequisite: Standard core courses including MKTG600

MKTG 710 Consumer Behavior**Credits: 3**

This course examines both consumer and business-to-business buying behavior. The course emphasizes the managerial implications and marketing opportunities which result from a comprehensive and systematic understanding of the decision-making process. In effect, the course is an overview of applied psychology, where you are given the opportunity to develop a working understanding of both the antecedents and resulting behavioral consequences of marketing exchange. -- Prerequisite: Standard core courses including MKTG600 or MKTG 625

MKTG 714 Special Topics Seminars**Credits: 0-3**

These courses will address various issues in the study and practice of Marketing. The nature and focus of the topics will vary based on current developments in the field and the offerings by the Marketing Faculty for specific course descriptions please go to CANVAS Student Services under Highlighted Courses. -- Prerequisite: Standard core courses including MKTG600

MKTG 715 Independent Study**Credits: 3**

Student's must apply to take an independent study class and gain approval from a UST faculty. The independent study form is on the CANVAS, Student Services site.

MKTG 716 Business to Business Marketing**Credits: 3**

This course provides a forum to explore the purpose and role of marketing and marketing management within the commercial and industrial business environments. Industrial markets have certain characteristics that contrast sharply with consumer markets. The course is designed to provide you with hands-on experience in market analysis, planning, measurement systems, decision-making and program implementation. Lectures, case studies and application exercises will be used. A major project may be required in which you develop and present a marketing plan for an area business. -- Prerequisite: Standard core courses including MKTG600

MKTG 720 New Products Management**Credits: 3**

In this course you will develop an understanding of how to build successful new product success by mastering the key marketing principles that often distinguish winners from losers. The new product development process will be presented through a series of lectures and case studies focused on this

process. The course may also require concept development and presentation for a local corporation seeking new product ideas. -- Prerequisite: Standard core courses including MKTG600

MKTG 725 Brand Management

Credits: 3

This course expands upon basic marketing theory, focusing on strategic planning and decision making as it applies to the product/brand manager. It affords you a practical, structured approach to developing product/brand management skills and emphasizes learning through hands-on application of the concepts covered in the course. Develop your skills in the formulation, execution and evaluation of the effectiveness of product/brand strategies and tactics. The course utilizes extensive case studies, applied exercises and, in some sections, a product management computer simulation to develop and increase your understanding of the role of the product/brand manager. Prerequisite: MKTG600 or MKTG 625

MKTG 729 Marketing Analytics

Credits: 3

Marketing decisions are increasingly data driven. In this course, students will learn how to analyze marketing data to inform effective decision making. Students will learn how they can develop a deeper and more fully informed understanding of current and emerging customer needs using a broad range of marketing analytic techniques. Students will work hands-on with marketing data as they learn how to master the tools necessary to develop useful customer insights that can guide marketing decisions. Prerequisites: OPMT 600, or SEIS 631 or BUAN 640 (BUAN 650 recommended)

MKTG 730 Services Marketing

Credits: 3

Business people and economists frequently refer to goods and services but marketing courses rarely address services marketing. Yet, over 50 percent of family's personal consumption spending is for services. Business firms and nonprofit organizations increasingly acknowledge that they are in the service business but only in the past five years have services marketing courses been offered widely in business schools. This course is designed to engage you in thinking about the central issues in services marketing and introduce you to useful perspectives for analyzing services and service issues. All sectors of the service economy will be examined in this course and emphasis will be on applying marketing skills to the services sector through a substantial course project. -- Prerequisite: Standard core courses including MKTG600

MKTG 735 Sports and Entertainment Mktg

Credits: 3

This course gives students the opportunity to learn what goes on behind the scenes, examining many intriguing topics: corporate and media sponsorships; professional athletic teams; custom sports publications; media perceptions of sports marketing efforts; and public relations in the sports and entertainment industry. Cases, readings and lectures will present issues related to professional and collegiate teams, sports marketing agencies, and entertainment agencies to build an understanding of the philosophies behind business decisions made to market products and services to the sporting public. Prerequisites: Standard core courses and MKTG600

MKTG 740 Pricing Strategy

Credits: 3

This course is designed to help you manage the risks and reap the rewards of smart pricing decisions. Pricing theory and principles and the strategic implications of pricing are presented in an application-based environment. In this course, you will learn how to: evaluate your market's price sensitivity for each segment; select strategies given your competition and product life cycle; establish competitive advantages that protect your price position; select and test prices for new products before you go to market; determine how to price services; analyze the relevant costs for a price decision; evaluate pricing ramifications of multiple distribution channels. Lectures, reading, guest speakers from diverse businesses and case studies will be included in the course structure. -- Prerequisite: Standard core courses including MKTG600

MKTG 750 Supply Chain Management**Credits: 3**

This course will identify the key principles and current practices in the logistics management of products and services to consumers, institutions and industry. Theoretical, analytical and application models will be presented and discussed as tools in developing supply chain strategies that offer appropriate service levels with optimal efficiency. Contemporary readings, guest speakers, case studies and simulation activities may be included in the course structure. -- Prerequisite: Standard core courses including MKTG600 and DSCI 610

MKTG 760 Customer Relationship Mktg.**Credits: 3**

Marketing practitioners agree that the most successful companies in the future will be those that develop the most effective targeting strategies. This will require sophisticated databases focused on individual customer needs. This course provides conceptual, analytical and applied knowledge skills you need to shift from traditional product- and brand-driven mass marketing practices to more individualized, customer driven marketing. Points of emphasis, delivered through a combination of contemporary readings, lectures and application assignments, include: a planning process designed for developing customer information systems; database development and implementation to serve new product development, supply chain and promotion-based needs. -- Prerequisite: Standard core courses including MKTG600

MKTG 774 Digital Marketing Fundamentals**Credits: 1.5**

Digital Marketing continues to rise and has become core to marketplace success. This course provides an overview of how Digital Marketing can be engaged to significantly contribute to achievement of business goals and priorities. This course examines the concepts, strategies and applications related to Websites, Display Advertising, Search, Email, Social and Mobile Marketing with an explicit focus on how each area can be utilized to acquire and strengthen customer relationships across the customer life cycle. Prerequisite: MKTG 625 or MKTG 600

MKTG 775 Interactive Marketing**Credits: 3**

This course examines the concepts, strategies, and applications involved in interactive marketing. Interactive marketing is characterized by activities that address customers directly for the purposes of initiating an exchange as well as developing, managing, and exploiting a customer relationship. Interactive marketing encompasses aspects of direct mail, database marketing, customer relationship management, and internet marketing. Prerequisite: MKTG 600 or MKTG 625

MKTG 776 Digital Marketing Experience**Credits: 3**

This course provides a deep dive into the new and exciting world of the Digital Marketing Experience, which offers students the relevant knowledge and skills that employers demand today. We begin with a framework for developing an effective Digital Marketing Strategy in alignment with business goals and priorities. The course then offers various deep dives into Digital Marketing Channels (Websites, Display Advertising, Search, Email, Social and Mobile marketing). The course culminates with teams developing a capstone Digital Marketing Strategy and Plan, allowing students to apply course learnings to a real or concept business. Prerequisite: MKTG 774 or MKTG 775

MKTG 778 Digital Marketing Analytics**Credits: 3**

This course offers a hands-on understanding of how to set up, monitor and optimize the effectiveness of Digital Marketing campaigns in alignment with business goals and objectives. Students will learn to use state of the art Digital Marketing Analytics tools such as Google Analytics and Adobe Analytics for daily analysis as well as prepare dashboards for sharing periodic results with executives, peers and staff. Prerequisite: MKTG 774.

MKTG 780 Integrated Mktg Communication**Credits: 3**

This course provides a broad overview of the role of marketing communications processes. The wide range of communications activities used in selling/promoting products and services are discussed.

Specific topics include advertising, public relations, sales promotions, direct marketing, and the strategies that drive them. A combination of readings, cases and application exercises will be used to develop a strategic perspective and an understanding of the need for an integrated communications plan. Prerequisite: MKTG600 or MKTG 625

MKTG 785 Sales Management

Credits: 3

The contemporary role and future challenges of sales management are explored within this course. Topics include: sales force design and deployment (setting objectives, formulating strategy, structure, size and compensation issues); how to competently manage salespeople (recruiting, and sales performance evaluation); and an overview of methods to improve sales effectiveness (training, coaching and relationship building skills). The course will emphasize the role of the sales manager in developing and implementing profitable marketing programs. Prerequisite: MKTG 600 or MKTG 625

MKTG 790 International Marketing

Credits: 3

Managers around the world are looking at questions of when and how to conduct business outside of their home market. Is international growth an imperative for a firm or a costly diversion? How attractive is a market? Which market should a company approach first and how? What are the decisions your company's overseas competitors are asking about entering your markets - and how will you respond? Building on cases, lectures, guest speakers and interactive activities we will explore these and related questions. Prerequisite: MKTG 600 or MKTG 625

OPERATIONS MANAGEMENT COURSES: GRADUATE

OPMT 600 Stat. Methods for Dec. Making

Credits: 3

This course provides students with a basic understanding of the role of statistics in the gathering of data, the creation of information and its use in decision-making. Students will learn methods for summarizing data, both numerically and graphically, and for drawing conclusions from sample data. Statistical analyses will be carried out using the computer and statistical software. The focus of the course is on how statistical methods can be placed on the design of statistical studies, collection of data, and the interpretation of results (rather than the details of computation). Prerequisite: None

OPMT 601 Data Driven Decision Making

Credits: 1.5

Businesses rely on data and analytics to answer questions and extract meaningful insights that can be used to drive decision making. This course will introduce students to the role of data within an organization. Students will learn how to use quantitative methods to analyze businesses problems. This course includes the data extraction, transformation and loading process, analysis of data, tools for presenting data, and interpretation of results to drive decision making.

OPMT 610 Operations Management

Credits: 3

This course addresses the management of healthcare operations, focusing on planning, coordinating, and controlling activities that transform resources into high quality health care goods and services. Emphasizing the strategic importance of operations in the success of healthcare delivery systems, payers, and stakeholders, the course examines the dynamics of designing operational systems and their integration with broader functional and business strategies. It offers a multidisciplinary perspective on critical operational areas such as supply chains, lean six sigma process improvement and clinical quality reporting and improvement. It also provides a model for strategic management using the balanced scorecard and effective execution using disciplined project management. Additionally, the course addresses the effective use of enterprise IT systems, personal automation tools, and the impact of AI software and techniques for increased productivity and quality.

OPMT 620 Service Operations

Credits: 3

Service-providing organizations differ from product producing organizations in a number of important ways. Further, there are very few pure service or pure product producing organizations. Most are some combination of service and product. This course will examine the differences and the similarities. The course examines the role of the operations function, the decisions for which the operations manager is accountable, and the various tools and methods used for decision making. Special emphasis will be placed on how the tools must, or may, be adapted for pure service or combination organizations. Prerequisite: OPMT 610

OPMT 625 Operations Strategy

Credits: 1.5

This course provides an introduction to the management of business operations. It focuses on the strategic role of the operations function in the survival and success of manufacturing and service organizations. The course will explore a variety of strategic issues related to the design of operational systems and their connection with other functional and business strategies. The course will provide a multi-functional perspective on challenges and opportunities in managing operations. The course will emphasize use of state-of-the-art concepts and quantitative methods for making critical choices in a dynamic business environment. Prerequisite: OPMT 600 or BUAN 640

OPMT 630 Quality Mgmt and Six Sigma

Credits: 3

This course provides an introduction to the principles and practices of quality management. This course covers basic tools and techniques of quality, but will focus on the managerial application of those tools and techniques. Modern approaches to quality management such as the Baldrige criteria, ISO

certification, and Six-Sigma programs will be included, as well as the philosophies of quality pioneers such as Deming and Juran. Prerequisite: OPMT 610

OPMT 635 Proc Analys Lean and Agile Org

Credits: 3

Fundamental concepts that can be used to systematically analyze any business process will be covered, as well as more focused programmatic techniques such as lean/agile/flexible (and/or JIT) systems, Theory of constraints (TOC) and Business Process Reengineering. Prerequisite: OPMT 610

OPMT 640 Decision Making for Executives

Credits: 3

Registration is restricted to EXECUTIVE MBA students only

OPMT 650 Info Tech & Bus Analytics

Credits: 3

This course provides a comprehensive overview of the information technology used by firms for coordinating various functions within a firm, as well as, for connecting and collaborating with their suppliers and customers. The course focuses on issues related to collection, storage, analysis and presentation of data with significant attention to ethical use of information technology. The course takes a strategic approach to managing information technology for gaining competitive advantage, and no prior background in information technology is necessary.

OPMT 710 Supply Chain Management

Credits: 1.5

Supply chain management focuses on the planning, coordination and control of the activities involved in procurement, transformation, and distribution of goods and services. This course develops a basic understanding of various systems and procedures used for managing the supply chain in manufacturing and service industries. The course will provide a multi-functional perspective on problems and opportunities in areas including business forecasting, sales and operations planning, procurement and inventory management, production planning and control, distribution and logistics management; as well as conceptual and analytical framework for managing them. The course will focus on decisions that convert broad policy directives into specific actions in a dynamic business environment. Prerequisite: OPMT 600

OPMT 714 Topics in Decision

Credits: 3

This course will address various issues in the study and practice of Decision Science. The nature and focus of the topics will vary based on current developments in the field and the offerings by the Decision Science faculty. For specific course Description please go to CANVAS, student services under highlighted courses.

OPMT 715 Independent Study

Credits: 0-3

OPMT 729 Supply Chain Analytics

Credits: 3

The aim of this course is to provide a foundation in the use of variety of analytical tools for managerial decision-making in a supply chain context. The course covers two separate areas of analytics. The first is statistical tools and the second is mathematical modeling and optimization. Both are important areas that are increasingly being utilized in business decision-making at all levels. The emphasis of the course will be on the understanding and application of these techniques and tools for decision making, and not on the mathematics of these techniques. It is expected that students will have had a college level course in some analytical or mathematical area. Students should be comfortable with at least basic algebra, business calculus and business statistics. Prerequisites: OPMT 610, OPMT 600

OPMT 730 Quality Analytics

Credits: 1.5

This course familiarizes students with the principles and practice of quality management through the Six Sigma DMAIC (Define, Measure, Analyze, Improve, Control) structure, a well-established methodology to improve business processes, reduce variability and ensure quality. This course utilizes established

quality tools and statistical analysis to identify, investigate, and improve any part of the organization that is facing quality concerns. This course will provide a conceptual foundation of quality theory and provide the necessary tools to monitor and improve quality within an organization. Prerequisite: OPMT 610 or OPMT 625

OPMT 740 Building Lean Systems

Credits: 1.5

This course provides additional depth and tools for analyzing and improving business processes and creating lean production systems to supplement the survey information provided in the operations management classes. It will focus on three primary areas: analyzing processes, developing strategies needed to create a lean agile organization, and introducing the tools needed to implement those strategies. Students will learn to analyze and measure processes, recognize the main tools of lean systems, and then how to apply those tools in both classroom and real-life situations in order to reduce waste and maximize the capacity of the production system. Both service and manufacturing production systems will be studied. By the end of the course, students will be able to analyze and measure an existing production system, understand what strategies to follow that will create a lean, agile organization, determine which lean tools are needed to transform the system and how to implement those tools, and how to measure and sustain the improvement. Prerequisite: OPMT 610 or OPMT 625

OPMT 742 Leveraging info Technology

Credits: 1.5

Registration is restricted to EXECUTIVE MBA students only.

OPMT 746 Operations Management for Exec

Credits: 3

Registration is restricted to EXECUTIVE MBA students only.

OPMT 750 Fundamentals of Supply Chain Mgmt

Credits: 3

This course will provide an overview of the basic principles of supply chain management, giving students an understanding of supply chain processes from sourcing to finished goods and customers to suppliers. Students will learn the key mechanisms of how companies align strategy and capture customer requirements to develop metrics for managing and improving processes that control the flow of inventory in the supply chain. Students will gain appreciation of core technologies that enable supply chains and the impact of AI and other emerging technologies in managing the supply chain.

OPMT 751 Distribution Logistics and Sustainability

Credits: 3

In today's rapidly-evolving global supply chains, managing the complexities of logistics requires more than just theoretical knowledge - it demands real-world experience. Focusing on experiential learning, this course uses an industry leading supply chain simulation, artificial intelligence, case studies, and interaction with industry experts to learn fundamental components of logistics while also developing ways to optimize supply chain operations. Integrated throughout the course is a focus on sustainability, exploring environmental, social and governance issues within the world of global supply chain. Based on real-world examples, the course helps students to gain an understanding of strategic, tactical and operational impact on the supply chain.

OPMT 752 Strategic Sourcing and Risk Mitigation

Credits: 3

The past several years with COVID have amplified the importance of Strategic Sourcing in supply chains. As companies witnessed supply chain breakdowns, shipment delays, COVID related shutdowns, and increased manufacturing constraints of the past few years, the Strategic Sourcing function has become more critical. As companies invest in mitigating supply chain risk to ensure supply chain resilience, the Strategic Sourcing function has become more crucial. This course examines Strategic Sourcing strategies that directly deliver more innovative products, faster time to market, lower total landed cost, increased gross margin, enhanced corporate reputation, risk mitigation, and resilience in supply chain that leads to competitive advantage.

OPMT 754 Integrated Business Planning**Credits: 3**

This course explores how Sales, Inventory and Operations Planning is critical to strategic alignment of supply chain processes. Students will learn how forecasting, resource planning, and inventory management play a critical role in supply chain operations. Additionally, students will explore financial performance measurements along the supply chain, enabling them to evaluate and enhance the economic efficiency and effectiveness of supply chain operations. Upon completion of this course, students will be prepared to tackle complex challenges in supply chain management and drive strategic value across organizations. Prerequisite: OPMT 750

OPMT 760 Analytics in Service Industry**Credits: 1.5**

This course is designed to explore the application of analytical tools in the service industry from the perspective of Operations Management. It prepares students for the new challenges in the service sector and suggests creative opportunities for applying analytics in different services. Outstanding service organizations are managed differently than their manufacturing counterparts. The results show not only in terms of measures of service performance, but also in the enthusiasm of the employees and degree of customer satisfaction. Service industries discussed in this course will include healthcare, airlines, hotels, restaurants, entertainment (Disney), sports, internet services and service supply chains. This course will build upon concepts from Operations Management, and will integrate material from strategy, marketing, technology and organizational issues. Since the service sector is the fastest-growing sector of the economy, special emphasis is given to application of analytics to keep pace with the industry growth. Prerequisite: OPMT 610 or OPMT 625

OPMT 770 Operations Strategy**Credits: 3**

This course is focused on enabling the student to understand the value created and captured by different operating strategies. Students will learn how these strategies must be designed to fit with the particular requirements of various competitive environments, as well as a company's competitive strategy. Students will develop the ability to identify and frame complex strategic issues in operations, design operating strategies that address those issues, and take effective action to achieve the full potential of the decisions. Prerequisite: OPMT 610

OPMT 780 Simulation Modeling**Credits: 1.5**

Simulation modeling is one of the most popular and effective tools in business analytics. Simulation modeling has been successfully and widely applied to many industries, such as supply chains, healthcare, manufacturing, military, and transportation. Businesses use simulation modeling for exploiting information and predicting what can or will happen as a result of decisions across the enterprise. This course focusses on building and using simulation models of complex dynamic, stochastic systems using high-level commercial simulation software. Topics include generating random numbers, random processes, modeling systems, basic input modeling and statistical analysis of terminating and steady-state simulation output, and managing simulation projects. Prerequisite: OPMT 600

REAL ESTATE COURSES: GRADUATE

REAL 600 Real Estate Decision Making

Credits: 3

This course provides an introduction to professional practices in real estate decision-making. The course focus is on real estate enterprise management, real estate finance, public sector relationships, property regulation, and investment decision making with particular emphasis on the activities, roles and participants involved. Topics include: real estate development, site selection, leasing and pricing strategies, finance options, investment analysis practices, real estate investment trusts, partnerships and asset management.

REAL 625 Real Estate Fund. & Practices

Credits: 1.5

This course provides an introduction to professional practices in real estate decision-making. The course focus is on real estate enterprise management, real estate finance, public sector relationships, property regulation, and investment decision making with particular emphasis on the activities, roles and participants involved. Topics include: real development, site selection, leasing and pricing strategies, finance options, investment analysis practices, real estate investment trusts, partnerships and asset management.

REAL 630 Real Estate Info Technology

Credits: 3

This course is intended to provide the student with a comprehensive understanding of how to use technology in analyzing commercial real estate opportunities. The course begins with an overview of market analysis and how selected software applications can aid in decision making. Students will learn the role that market analysis plays in development, acquisitions, investment analysis, and site selection. This is followed by a comprehensive study of how software applications are used in analyzing commercial real estate opportunities and investment decisions. Prerequisite: REAL 600 or REAL 625, or permission from the Program Director.

REAL 714 Topics in Real Estate

Credits: 1.5-3

These courses will address various issues in the study and practice of Real Estate. The nature and focus of the topics will vary based on current developments in the field and the offerings by the Real Estate faculty. Prerequisite: REAL 600 or REAL 625 or permission from the Program Director

REAL 715 Individual Studies

Credits: 1-3

REAL 740 Corporate Real Estate

Credits: 3

Corporate real estate administration and strategy is comprised of multiple interrelated functions. This course explores the following areas of corporate real estate: real estate as a strategic asset, real estate and corporate competitive advantage, valuation, financing corporate real estate, performance and lease analysis, facilities management, outsourcing, sustainability, development, private/public sector relationships, and negotiation practices. Prerequisite: REAL 600 or REAL 625, or permission from the Program Director

REAL 744 Market Analysis/Urban Land Eco

Credits: 3

This course helps students understand the factors involved in the location decisions of households and firms and how these factors lead to the determination of the supply of, and demand for, urban land. The integration of these individual decisions and how they lead to the formation and growth of cities are explored. In addition, economic problems specific to urban areas will be studied, including housing and transportation. Expenditure and taxation decisions will be analyzed in conjunction with their role in responding to urban problems. Topics include macroeconomics of urban areas, urban housing, transportation, poverty, and local government finance. The class will also provide you with the skills and knowledge necessary to evaluate the productive attributes of parcels of real estate as they relate to the demand for a particular use and the supply of competitive properties within a specified market. Focus is

placed on the role of market analysis and feasibility studies in real estate decision making and valuation. You will learn the process of property analysis through the study of property productivity; demand for and supply of property; comparative analysis; and forecasting. Topics include the urban growth process (goals and objectives); market conditions; market analysis; data collection; feasibility studies; financing; governmental and legal considerations; environmental impact studies; and case preparation. Prerequisite: REAL 600 or REAL 625, or permission from the Program Director

REAL 745 Advanced Topics in Real Estate Credits: 3

This is your opportunity to undertake in-depth studies of specialized topics and issues involving real estate. Review of literature, research and analysis will be required. Topics include commercial, retail, industrial and multi-family development planning and analysis; real estate negotiation; corporate real estate strategy and management. Prerequisites: REAL 600 or REAL 625, or permission of the Program Director

REAL 750 Comrc'l Real Estate Valuation Credits: 3

Valuation of commercial real estate using the cost, market, and income approaches to value are presented and evaluated from a decision-maker's perspective. Professional ethics and standards of professional appraisal practice are extensively explored. Professional quality narrative appraisals using comparable sales, depreciated cost and discounted cash flow are reviewed and analyzed for adequacy and sufficiency. Additional topics studied include cost segregation, portfolio analysis, and litigation support techniques. Prerequisite: REAL 600 or REAL 625, or permission from the Program Director

REAL 760 Investment Property Analysis Credits: 3

Evaluating the role of financing and leverage in real estate investment analysis; identifying alternative types of financing; valuation of financial structure; sources of equity financing for real estate; mortgage securitization and the operation of secondary mortgage markets. Fitting investment strategy to context of physical property, leverage, form of ownership, income tax and management alternatives. Emphasis is on analysis of limited partnerships, trusts, corporate real estate enterprises and securitization to fund real estate. Prerequisite: REAL 600 or REAL 625 or permission of the Program Director

REAL 770 Real Estate Development Credits: 3

Comprehensive property development course integrating all functional areas of real estate for the production of housing, retail, commercial, corporate and industrial real estate. Use of market research, feasibility studies and market analysis in contract negotiation for project construction, marketing and management of new and redevelopment opportunities in stable and developing markets. Prerequisite: REAL 600 or REAL 625, or permission from the Program Director

REAL 775 Intn'l Real Estate Development Credits: 3

Concentrated property development course focused on sustainable, mixed-use international real estate development an international developed will provide students with the opportunity to partner with them in the site preparation, construction, financing, leasing, brokerage and property management of a long-term developing site. Students will employ their knowledge of residential, retail, commercial, market research and feasibility studies to help determine the best development opportunities in a long-term developmental project. Prerequisite: REAL 600 or REAL 625, or permission from the Program Director

REAL 780 Advanced Topics in Real Estate Credits: 3

This is an opportunity to undertake in-depth studies of specialized topics or issues involving real estate appraisal. Review of literature, research and analysis will be required. A minimum of two advanced topics must be selected for which; papers are prepared and presented to peers. Topics include highest and best use analysis; regional shopping centers; condemnation; environmental impact; utility easements; subdivision analysis; and business valuation. Prerequisites: REAL 600 or REAL 625, or permission of the Program Director

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Disclaimer: *This policy book is specifically for graduate business students in the Opus College of Business (OCB). General University of St. Thomas graduate policies apply to all OCB students unless they are superseded by the policies of the college or the specific graduate program. Please note that general policies only apply in situations where the college or program does not have a specific policy. The college and university reserve the right to change policies and procedures at any time.*

OPUS COLLEGE OF BUSINESS: A DISTINCTIVE COMMUNITY

You are joining a distinctive community as a student in the Opus College of Business. As a Catholic university, St. Thomas places emphasis on the dignity and worth of every person, the love of truth and a commitment to using one's education to make the world a better place for everyone to live and work. Membership in this community carries with it high expectations regarding the actions of each person.

OCB Mission Statement

Inspired by Catholic intellectual tradition, the Opus College of Business develops effective, principled business leaders who think globally, act ethically, and create enduring value for society.

OCB Graduate Student Expectations

- A commitment to the highest standards of honesty and personal integrity – both inside and outside the classroom.
- A commitment to treat others in a respectful manner, regardless of differences such as race, religion, nationality, ethnicity, gender or sexual orientation.
- A commitment to open discourse and free exchange of ideas.
- A commitment to exercise mutual care and responsibility in all relationships.
- A commitment to an active concern for the safety, security, and well-being of each individual and a respect for individual, communal and university property.
- A commitment to be an “active learner,” striving to the best of one's ability to acquire knowledge and skills to become an effective, responsible leader in a continually evolving global business community.

Faculty Shared Protocols and Expectations

- Faculty are responsible for a set of learning objectives for students that facilitates mastery of the course material.
- Faculty are responsible for design, integration, and the delivery of curriculum.
- Faculty members affirm that it is proper and appropriate to use the entire range of the existing grading system.
- All classes will include exams and/or other method(s) of individual evaluation.
- Faculty are responsible to students for professional and ethical behavior, to challenge and support students in their learning and career preparation.
- Faculty members will return assignments in a timely fashion.

Accreditation

The Opus College of Business is among an elite group of institutions that have achieved business accreditation from Association to Advance Collegiate Schools of Business International (AACSB). The University of St. Thomas is accredited by the Higher Learning Commission (www.hlcommission.org; 312-263-0456), an institutional accrediting agency recognized by the U.S. Department of Education.

The University of St. Thomas is registered with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions. Contact information for the Minnesota Office of Higher Education is:

1450 Energy Park Drive, Suite 350

St. Paul, MN 55108-5227

Phone: (651) 642-0567

Toll Free: (800) 657-3866

Fax: (651) 642-0675

<https://www.ohe.state.mn.us/>

OCB Leadership Team

[Here is information](#) on our Opus College of Business leadership team.

GENERAL INFORMATION

St. Thomas Email: Official Communication Channel

New students admitted to the University are issued a St. Thomas email account (@stthomas.edu) that remains functional for the duration of their time as an active, enrolled student. All official communication with current students will be through their St. Thomas email accounts. It is the student's responsibility to monitor their St. Thomas email account for updates while a student at St. Thomas.

Students can access their St. Thomas email at mail.stthomas.edu, and/or set it to automatically forward to your most frequently accessed email box. Students should watch for updated information through their university email and via mail notices.

Student Photo ID Cards

All St. Thomas students are expected to have a student photo ID card. Students should carry their student photo ID cards with them whenever they are on campus. University public safety officers are authorized to ask students to show an ID at any time to ensure that while on campus security and access policies are enforced. As a downtown urban campus, security of our students, faculty and staff is a priority.

St. Thomas student ID cards serve other important functions, including Minneapolis campus access. Every exterior door is always restricted. Your student ID card will provide access to doors with card swipes, during business hours on class days, Monday-Saturday. (The Minneapolis campus is closed on Sundays.)

A special convenience feature of the St. Thomas student ID card is the eXpress Account. Any University of St. Thomas student may open an eXpress Account, and load value to make purchases on campus with their student ID. Contact the [Card Office](#) for more information.

Student Account Charges and Payment Options

Tuition, fees, and other charges for the academic term are billed at the outset of each term. Students are responsible for timely paying all amounts due to St. Thomas. Charges are made to each student's account established at the time of registration, in accordance with the [Student Payment Agreement and Disclosure Statement](#).

Students may pay their charges in a single lump sum by the first due date after the charges are billed, or they may pay their charges over a longer time period, in accordance with one of two [Payment Plan](#) options:

- The Extended Payment Plan is available to all students and allows students to pay charges for the fall, spring, and summer academic terms in installments. All charges must be fully paid before the end of the applicable term. Until the charges are fully paid, students will not be permitted to enroll in a subsequent academic term.
- The End of Term Payment Plan is available to students who do not receive financial aid from any source other than their employer, and who are eligible for an employer tuition reimbursement of at least 50% of the tuition balance based on receipt of a satisfactory grade report for the corresponding term. Under this plan, no tuition payment is required until after the end of the term, when grade reports have been issued. If the charges are not timely paid, students will not be permitted to enroll in a subsequent academic term.

Under the payment plans, monthly finance charges will be assessed on the unpaid balance in the student account.

Contact the [Business Office](#) for additional information about payment options.

Academic Advising

Each OCB graduate program has a team ready to support students, including an associate dean, program director and program advisors/coordinators. They should be your first point of contact for any questions or concerns you have about your program experience and resources available to you as a student.

Career Resources

Graduate Career Coaches focus on advising students and alumni on career planning and management skills. They are available for one-on-one coaching sessions and provide informative and interactive group classes. Your program team can quickly connect you with the appropriate Career Coach upon your request.

Student Records

Information in a student's record will not be released without the student's permission unless they have waived this right in writing. The Family Educational Rights and Privacy Act (FERPA) of 1974, as amended, prohibits postsecondary educational institutions from disclosing the education records

of students to most third parties without the students' written consent. For more information, review [the University of St Thomas' student record policies and procedures.](#)

The storage, retention and disposal of student records are governed by university policy established by the University Archives Committee. For more information, review the [University's records management program.](#)

IMPORTANT UNIVERSITY RESOURCES AND LINKS

[Graduate Policies](#)

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GRADUATE ADMISSIONS

Admissions Policies

OCB is committed to recruiting, enrolling, and educating a diverse, socially representative population of students. To this end, the college employs multiple methods of assessment to ensure the admission of qualified candidates.

To admit a degree-seeking student to a graduate program, a student must have been awarded a four-year baccalaureate degree from a United States institution accredited by one of the regional

accrediting organizations. Students with degrees from institutions outside the United States must comply with policies on international admissions, including English language proficiency requirements, and in certain cases may need to obtain a credential evaluation.

Available OCB graduate programs and detailed information about their specific admission requirements can be found on the [college's website](#).

Integrity of Admissions Information

When a graduate student has submitted falsified academic or other information for admission to an OCB graduate program, the administrative official responsible will prepare a report for the program director. The director will present the case to the dean to determine whether the violation merits suspension from the university. The student has the right to appeal the decision of the dean to the University Grievance and Discipline Committee. The decision of this committee may be further appealed to the executive vice president and chief academic officer of the university. The decision of the executive vice president is final.

Graduate Student Classification

Students holding a baccalaureate degree and admitted to a certificate or degree program for the purpose of taking courses to meet the requirements of a degree or certificate beyond the baccalaureate are called "graduate students."

Non-degree Students

Under certain circumstances, enrollment as a non-degree graduate student may be approved. Typical non-degree students are "visiting students" working to complete coursework to transfer back to their graduate program at another accredited university, or St. Thomas graduate alumni who wants to take additional coursework. Contact the program office under which the course is offered for more information.

Upon approval, students are activated under a special status code that identifies them as non-degree-option (NDO) student.

Reinstatement/Readmission

An inactivated or withdrawn student who wishes to return and resume their studies must request reactivation through the program director. The original admission file and academic records will be reviewed to determine if additional, current application materials may be required. The returning student will be held to the current admissions standards and program curriculum.

Because programs and curriculums continuously evolve, a reinstated student needs to contact a program advisor before registration. All coursework (including transfer coursework) needs to be reevaluated in terms of revised program requirements, course currency limitations, and a program completion plan.

POLICY ON STUDENT CRIMINAL HISTORY

SECTION I. PURPOSE

The purpose of this policy is to establish a framework, consistent with state law, for addressing concerns related to felony or misdemeanor conviction(s) among graduate business applicants or students at the University of St. Thomas – Opus College of Business.

SECTION II. BACKGROUND

The University of St. Thomas – Opus College of Business recognizes the importance of providing opportunities for education to individuals with diverse backgrounds and experiences. At the same time, the university is committed to maintaining a safe and supportive learning environment for all members of the academic community. This policy addresses concerns related to criminal records while complying with Minnesota state law and upholding the values of fairness and due process.

SECTION III. DEFINITIONS

When used in this policy, the following terms have the following meanings:

- a. **Felony:** A serious criminal offense typically punishable by imprisonment for more than one year.
- b. **Violent Felony:** Violent felonies are defined as follows:
 - o Murder in the first, second or third degree (See Minn. Stat. § 609.185, §609.19. and §609.195);
 - o Manslaughter in the first degree (See Minn. Stat. § 609.20);
 - o Assault in the first degree (See Minn. Stat. § 609.221);
 - o Felony domestic assault (See Minn. Stat. § 609.2242, subd. 4) or domestic assault by strangulation (See Minn. Stat. § 609.2247);
 - o Aggravated robbery in the first degree (See Minn. Stat. § 609.245 , subd. 1)
 - o Carjacking in the first degree (See Minn. Stat. § 609.247, subd. 2)
 - o Labor trafficking (See Minn. Stat. § 609.282)
 - o Sex trafficking (See Minn. Stat. § 609.322)
 - o Criminal sexual conduct in the first, second, third, fourth or fifth degree (See Minn. Stat. §§ 609.342-609.3451)
 - o Sexual extortion (See Minn. Stat. § 609.3458)
 - o Arson in the first degree of a dwelling or other building where the presence of a person is known or a reasonable possibility (See Minn. Stat. § 609.561, subd. 1-2)
 - o Burglary in the first degree (See Minn. Stat. § 609.582, subd. 1)
 - o Felony drive-by shooting (See Minn. Stat. § 609.66, Subd. 1e)
 - o Felony harassment or stalking (See Minn. Stat. § 609.749)
 - o Any violation of a criminal statute of another state in conformity with the Minnesota laws listed above.
- c. **Misdemeanor:** A less serious criminal offense, usually punishable by imprisonment for less than one year.

SECTION IV. POLICY STATEMENT

A. NON-DISCRIMINATION:

UNIVERSITY OF ST. THOMAS – OPUS COLLEGE OF BUSINESS DOES NOT DISCRIMINATE AGAINST APPLICANTS OR ENROLLED GRADUATE STUDENTS BASED SOLELY ON THE EXISTENCE OF A FELONY OR MISDEMEANOR CONVICTION.

B. APPLICANTS FOR ADMISSION

1. **Application Process:** Consistent with Minnesota law, applicants are not asked about and are not required to disclose information about their criminal history during the initial application process. The university is committed to evaluating applicants based on academic merit and other relevant criteria.
2. **Review Process:** An applicant's criminal history will not be considered in admissions decisions. However, if after an offer of admission is made, the University is made aware of an applicant's criminal history that includes a violent felony or sexual assault within the past five years, the university will review and assess the impact of such conviction. The review process may include input from relevant university departments, legal advisors, and other appropriate parties. The admitted student will be provided an opportunity to submit an explanatory statement, letters of recommendation, evidence of rehabilitation and other supporting documents. St. Thomas will not require the admitted student to provide official records of criminal history. The university will consider factors such as the nature and severity of the offense, the time that has elapsed since the conviction, evidence of rehabilitation, and any other relevant information.
3. **Possible Outcomes:** Criminal convictions, other than conviction of a violent felony within the last 5 years, will not impact an admissions decision. An applicant's violent felony within the last five (5) years may cause the University to rescind an admissions decision following the review process set forth above. University officials must check with the Office of General Counsel before withdrawing an offer of admission based on a criminal conviction. If an offer for admission is rescinded, the University must provide the applicant written notice that includes: (a) an explanation of the decision to rescind the offer of admissions and (b) the process and time period for appealing the decision.

C. CURRENT STUDENTS

Students are expected to comply with the law and are subject to the Student Conduct Code and other applicable University policies from the time of their application for admission until the time of graduation. Current and admitted students who are charged with and/or convicted of a crime that took place after applying for admission will be referred to the Dean of Students' office. The student's conduct may give rise to student discipline in addition to any applicable criminal penalties. Student conduct proceedings, if any, will follow the Student Conduct Code and any other applicable University and college policies.

D. Confidentiality: Information related to a student's criminal record will be treated with confidentiality and shared only with individuals who have a legitimate need to know, such as university administrators responsible for student discipline and for evaluating the impact on campus safety or academic environment.

REGISTRATION POLICIES

Course Registration

Registration takes place twice per year. Students in non-cohort (flexible pace and curriculum programs) manage their own registrations through Murphy Online. Students in cohort programs will be registered for the appropriate courses each term by their program office. To register, all students must be active students with no holds on their student record/account.

During the fall term (typically early November), registration opens for the January term and spring terms. During the spring term (typically in early/mid - April) registration opens for the summer and fall terms. Registration for a term remains open until the first day of that term.

Students managing their own registrations will receive emails as registration approaches with instructions and precise access dates and times. Direct any questions about course registrations and class schedules to the appropriate program office.

Students may only attend classes in which they are officially registered. Instructors will only admit students whose names are on the class roster or have official proof of registration for the class. No academic credit will be issued to anyone who attends a class for which they are not officially registered.

Course Credit Load Limits

Graduate business students in non-cohort flex programs may register for up to six (6.0) credits in the spring, summer, and fall terms, and three (3.0) credits in January term. Students may petition their program advisor to take more than six credits if their professional circumstances and personal responsibilities will allow them to be successful with an increased academic load. Contact your program advisor to discuss your situation, and they can help with registration.

Waitlist Procedures

Students who manage their own registrations can waitlist through Murphy Online for courses at capacity. Students may not attend the first night of class unless registered for the course. Instructors do not have the authority to increase enrollment in their course or approve students to register off the waitlist.

If you are on a waitlist, be sure to check your St. Thomas student email regularly, or have it forwarded to an email that you do check frequently. When the system finds an open seat in a class, and you are the next person on the waitlist, you will receive an automated email to inform you that a seat is available. To claim your spot in the course you must log into Murphy Online to register yourself by the deadline noted in the email.

If you take no action by the stated deadline in the notification email, you forfeit your opportunity, and the system will remove you from the waitlist. The next person on the list will be notified immediately.

Course Syllabi

Professors may distribute course syllabi electronically before the first class or provide a copy to students at the first class meeting. Syllabi may also become available in Canvas for individual courses once you have registered.

Course Cancellation

The university and college reserve the right to cancel any course that has insufficient enrollment.

Dropping Courses, Tuition Refunds, Financial Aid Implications

To drop a course (cancel registration), prior to the start of the term, students who manage their own registrations may use the Murphy Online System. Cohort program students must contact their respective program office. The date of the drop/notification can have tuition refund, grading, and financial aid implications, depending on which point of the term the course withdrawal occurs.

The effective date of refund is the date the student drops the class online or notifies their program advisor or office. This date determines the amount of tuition refund. Consult the Academic Calendar posted in your respective graduate program community Canvas site for a detailed refund schedule or contact your program office. All refunds will be applied directly to the student's account.

Federal financial aid recipients who drop courses should be aware that they might need to return part or all the funds they were awarded/paid for that term. This is a federal aid regulation referred to as Return of Title IV (Federal) Aid. Check with the [graduate financial aid office](#) for any questions.

Dropping a course may have other financial aid implications as well, such as affecting your [satisfactory academic progress](#), which may affect your eligibility for future federal financial aid.

Annotation of the dropped course(s) on the transcript will be determined by the graduate program policy and date of the withdrawal.

Program Withdrawal

Dropping courses alone does not constitute withdrawal from a program. To withdraw from a program, the student must notify their graduate program office of their intent to withdraw in writing. The date of notification will be entered into the student's records as the withdrawal date. The date of the notification has tuition refund, grading and financial aid implications, depending on which point of the term the course/program withdrawal occurs. Please check with individual programs and financial aid for more specific policies.

Withdrawal Due to Military Activation

University of St. Thomas students called to active duty in the armed services are granted a full tuition refund adjustment for the term in which they were deployed regardless of the date they were activated. To receive this tuition adjustment the student must present a copy of the deployment orders to the dean or designee. If a student is called to duty after the last day to drop without a "W," the student will receive a "W" on their transcript.

Withdrawal Due to Illness

In the case of a serious illness that requires the student's withdrawal from the university, refunds or credits for tuition are prorated on a weekly basis from the date of official withdrawal. The student must provide a statement from the attending physician as evidence of the condition. Tuition is not refunded or credited for courses completed. Contact your program office for more information.

DEGREE REQUIREMENTS

Students are responsible for being aware of the specific academic and course requirements for their graduate degree or certificate. Progress and remaining requirements in Murphy Online are tracking by using the Degree Evaluation tool.

Award of Credit for Professional Experience and Certifications

While professional experience and certifications may be appropriate criteria for waiving a course requirement for certain programs and curricula, no academic credit will be awarded. For more information, please review specific program policies.

Transfer Courses for Degree Programs

Certain OCB graduate program curricula may allow students to transfer courses/credits from other institutions, either at the time of application/admission to a St. Thomas graduate program, or if a current student at an Opus College of Business graduate degree program is required to relocate a significant distance from campus. For more information, please contact the specific program office.

While individual programs may have additional requirements for approval, transfer courses must meet the following minimum conditions:

- Completed at a regionally accredited institution at the graduate level
- A letter grade of B (3.0) or higher was earned (Pass/Fail courses are not accepted)
- An official transcript must be on file
- Completed no earlier than five-years prior to admission to a program
- Courses completed after program acceptance must be pre-approved (for relocated students only)

Students must submit a full course syllabus to the relevant program office for review/approval by the appropriate program leadership and faculty to ensure the alignment of content and rigor for the degree program to which it would be applied.

The maximum number of courses/credits applied to the degree requirements varies by program. Contact your program office for more details.

Second Graduate Degree Requirements

Individuals may apply to complete a second MA or MS graduate degree in a different discipline.

Academic requirements for the second degree and the applicability of previously completed coursework will vary by program and college, so students are strongly advised to contact the program office of the second program they are considering as soon as possible. Previously completed graduate credits older than 8 years may not be applied toward meeting requirements for the second degree.

University academic policy requires the second degree to include an absolute minimum of 24 graduate credits that have not applied to the first degree. Programs or colleges with more stringent requirements may require more than 24 credits.

Graduate Certificate to Degree Restrictions

Students in good academic standing approaching completion in a Graduate Certificate may choose to apply to a degree program. Prior to admission, students may take up to six (6) credits outside of their certificate requirements. Once a student has completed six credits outside of their current certificate, a student is not able to take additional non-required credits until they are admitted and confirmed to a degree program.

If a student is pursuing multiple Graduate Certificates, the maximum number of credits that can be taken outside of their certificate plan(s) is six (6) total.

COURSE FORMATS AND ATTENDANCE

Course Formats

There are a variety of course formats and delivery methods used to deliver Opus College of Business graduate courses. These modalities can vary by program, course section, and term, and fall under three basic types:

- **Traditional on-campus format:** class sessions meet on-campus, in-person.

- **“Mixed mode” formats (also referred to as blended or hybrid):** courses will feature a combination of on-campus class sessions, and synchronous* online sessions and/or asynchronous^ online activities.
- **Online formats:** courses will feature no on-campus components, only synchronous* online sessions and/or asynchronous^ online activities.

Students participate in online synchronous sessions together at the same time. Asynchronous activities students complete prescribed activities, interactions, and assignments when and where most convenient for them, but by designated deadlines each week.

It is the responsibility of all students to have a clear understanding of their specific program and course(s) delivery modes, schedules, and expectations before the start of each term. Consult your program office or course instructors with any questions.

Class Attendance

Regular attendance of all scheduled class sessions (in-person or online) is expected of all students. If a student must miss a class session, they must notify the instructor as soon as possible before the sessions they will be absent. Any absence may negatively affect a student's grade.

In all cases, individual instructors may use their discretion to modify the attendance policies for their students based on their specific course methodology, teaching objectives, and grading structure. Students are expected to respect the decision of the instructor.

“Attendance” in online classes (or the online instruction weeks of blended format courses) is determined based on *academic activity and engagement in your course*. Examples of activities that constitute attendance (including first day attendance) include but are not limited to:

- contributing to an online discussion or chat session that focuses on course content
- submitting an assignment
- working through an exercise
- taking a quiz or exam
- viewing or completing an interactive tutorial
- attending a synchronous class
- participating in an online study group
- initiating contact with a faculty member to ask a course content related question

For students in graduate cohort programs, the following procedure must be followed:

- Student will email affected faculty member(s), copying Program Director
- Email must include:
 - Anticipated dates/times of absence(s)
 - Description of conflict
 - Action plan for missed course content and coursework

For more information about attendance, please review specific program policies.

Make-up Exams

Attendance at all examinations is required; however, if, due to an emergency or unavoidable conflict, a student must miss class on an exam day/night, the student should communicate in advance with the instructor the reasons that necessitate rescheduling the exam. A make-up exam is offered at the discretion of the instructor.

Recording Lectures

The Student Conduct Code prohibits audio or video recording of classes without prior faculty consent, and unauthorized sharing of a recording. Unauthorized recording includes, but is not limited to:

- Unauthorized photography, video, or audio recording of class sessions or lectures or performances without the faculty member's consent.
- Recording that violates the Intellectual Property Policy or the intellectual property rights of another.

- Unauthorized sharing of a recording, including posting recordings online that cause harm and/or violate intellectual property rights.
- Taking pictures or video or audio recording another person, without the person’s explicit consent, when the person has a reasonable expectation of privacy.

The University of St. Thomas considers this behavior as inappropriate for the University community and contrary to its mission, vision, and convictions.

Cancellation of Registration for Non-Attendance

Non-attendance does not automatically cancel registration or drop a student from their course(s). To drop a course, students must officially withdraw their registration through Murphy Online or by contacting their program advisor. If a student does not attend or complete the course requirements, the student will receive a failing grade.

Directed Study

Directed study refers to an existing course offered to an individual student or small group of students (usually fewer than 5) under the direction of a faculty member that follows an approved syllabus. A directed study may be an option if the course is not available during a particular term or cancelled due to low enrollment, and a faculty member has the capacity to direct the course.

Independent Study

Independent study is an individualized course of study for academic credit in an area not available in current course offerings. For programs that allow independent study, the student requests a faculty member to provide direction and oversight of the study, and together they design the course of study and submit a proposal for approval by the appropriate department chair, program director, and dean.

GRADING SYSTEM

Grading Philosophy

Grades are symbols that indicate a professor’s evaluation of the degree of student mastery of course outcomes. The intention of grades is not to reflect the degree of student effort.

Faculty members are responsible for evaluating student performance and determining grades for students in their courses. The grading policy is normally described in the course syllabus and should be discussed at the beginning of the semester. Students are responsible for requesting appropriate clarification if needed. A faculty member may change the grading policy during the semester and will communicate the new policy and the purpose for the change. Students are responsible for keeping track of such changes.

Final course grades should be posted within 10 calendar days after the final day of the course.

Meaning of Grades

Letter Grades	Meaning
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A, A-	Clearly superior performance. Demonstrates excellent mastery of course concepts and learning objectives.
B+, B, B-	Demonstrates adequate comprehension of course concepts and learning objectives.
C+, C, C-	Demonstrates sufficient knowledge to permit advancement, but well below expectations of graduate level performance. Lowest pass at graduate level.
D	Not used in OCB graduate business programs.
F	Failure. Insufficient knowledge of essential course concepts and materials to warrant advancing to courses for which this is a prerequisite. Course must be retaken and passed if student is to receive graduate credit.

Grade GPA Values

Below are the quality point values associated with each grade as they appear on the back of the University transcript for the Grade Point Average (GPA) calculation.

Grade	Quality Point Value	Other Grade Notations	
A	4.0	W	Withdrawal
A-	3.7	I	Incomplete
B+	3.3	IP	In Progress
B	3.0	NR	Not Recorded
B-	2.7	S	Pass
C+	2.3		
C	2.0		
C-	1.7		
F	0.0		

GPA Calculation

The quality point total is the sum of quality points multiplied by total credits. The grade point average (GPA) is determined by dividing the quality point total by the number of courses assigned quality points. Marks of W, I, IP, NR, and S are not assigned quality points and are not calculated in the GPA.

Pass/Fail Grading

Pass/Fail grading is only used in a limited number of specific graduate courses in the Opus College of Business approved for this grading format.

Failing (F) Grades

If you receive a grade of F in a course required to complete your degree program, you must retake/repeat the course and earn a passing grade. The new passing grade is used to calculate your program GPA, but the original F grade will remain on your transcript.

If you receive a grade of F in an elective course, that course will not apply toward your degree requirements, and you may retake this course or take another elective in its place. We will use the new grade in calculating your program GPA, but the original F grade will remain on your transcript.

The academic transcript must reflect all courses attempted to ensure integrity of the student record.

Incomplete Grades/Contract for Completion

A grade of “Incomplete” (I) shall be assigned at the discretion of the instructor when, due to extraordinary circumstances (i.e., documented illness or hospitalization, death in family, etc.), the student was prevented from completing the coursework on time. The I grade may not be used to allow a student to improve a grade by additional work over-and-above that which is ordinarily expected for the course, or by repetition of work already submitted to the instructor.

The assignment of an I grade requires that a contract be initiated and completed by the student before the last official day of the class and signed by both the student and the instructor. The contract should specify the time and way the student will complete the course requirements. If a student has not made the request before the last class, the instructor will record the grade earned to that point. An assigned grade cannot be changed back to an I grade.

The student must complete the designated work and submit it to the instructor by May 15 for an “Incomplete” (I) received in fall term or January term; by December 15 for an I grade received in spring term or a summer term (unless an earlier deadline has been required by the instructor). In the absence of a final grade report on or before the deadline, the University Registrar will change the grade of “Incomplete” (I) to a grade of “Fail” (F).

Students in cohort programs cannot be registered for classes the following term if they have two or more Incomplete grades. If a student is unable to meet this requirement prior to the start of the next term, they will not be registered with their current cohort and will have to wait until the following year to start with the next cohort.

NR and IP grades

In an instance where a faculty member has not recorded a grade at the end of the term, the University Registrar will automatically assign a designation of “Not Recorded” (NR) to the student’s academic record. The NR grade must be changed to a final letter grade by May 15 for the fall term or January term and by December 15 for the spring or summer term. A student with an NR grade on their transcript cannot graduate.

The grade of “In Progress” (IP) may be used for a limited number of courses involving coursework that is submitted after the end of a term. An IP grade should never be used as an “Incomplete” (I) grade. A grade of IP can be noted for a maximum of two years, after which it will be changed to a grade of NR or F. If a student receives a grade of NR or F, they will be required to re-register for the course and pay tuition again.

Grade Changes

An instructor may change a grade if there has been an error in the computation, transcription, or reporting of the grade. Changes may not be made based on additional work completed by a student unless all members of the class had the option to submit additional work. Instructors must submit grade changes to the University Registrar by approved procedures.

Other than removing an incomplete, the only acceptable reason for changing a final course grade is to correct a calculation error made by the instructor when computing the student’s final grade for a course. There is a separate appeal process for those occasions when a student feels they have been unfairly evaluated in the grade assessment (*see Grade Appeal Process*).

Grade Appeal Process

The evaluation of performance resulting in the assignment of grades is a fundamental right and duty of faculty members. As such, the faculty member assigning a grade maintains the final authority for that grade. Unless a student asserts that a grade in dispute is a result of verifiable bias, an administrator's role is limited to serving as a facilitator toward the possible resolution of the dispute.

Most grade grievances result from errors, misunderstanding or a disagreement about performance in a class. If a student believes that a grade received is incorrect or unfair, the student must contact the faculty member directly to request clarification and to attempt to resolve any disagreement directly. The faculty member needs to explain the process used in determining the grade and may provide appropriate information.

If a satisfactory resolution is not reached through direct communication with the instructor, or if the student does not have a response from the faculty member within 30 days, the student should then discuss the matter with their academic faculty director and/or program director. This must be initiated no later than 60 days after the start of the term following the one in which the disputed grade was assigned.

If a satisfactory resolution still is not reached, the student must provide a written appeal and all relevant material to the assistant/associate dean no later than the 75th day after the start of the term following the one in which the disputed grade was assigned. The assistant/associate dean will then prepare the packet of information to be referred to a faculty review committee appointed by the Opus College of Business assistant/associate dean. This written grade appeal must be referred to the faculty committee no later than 90 days after the start of the semester following the one in which the disputed grade was assigned. The faculty review committee will render its decision within a reasonable time. That committee's decision (to raise, lower, or sustain the grade) shall be final.

Repetition of Courses to Improve Grades

A graduate course for which a student has received a grade of C- or better may not be repeated to improve the grade for the course. The dean of the college may be petitioned for an exception to this policy. If the course repeat is approved by the dean, it is noted in the student's record. Academic credit will be given only once for the course with the higher grade earned included in the GPA calculation. Students are charged full tuition for repeated courses. All course registrations and grades will appear on the student transcript.

ACADEMIC PROGRESS, PROBATION AND DISMISSAL

Satisfactory Academic Standing and Progress

The table below outlines the specific requirements to maintain satisfactory academic standing and completion time expectations for each graduate program:

<i>Program</i>	<i>Total Credits</i>	<i>Minimum GPA Requirement</i>	<i>Time for Completion</i>
Business Analytics Graduate Certificate	12	2.7	3 years
Executive MBA	42.5	3.0	21 months*
Graduate Certificate <i>(other than Business Analytics)</i>	12-18	3.0	3 years

MS in Health Care Innovation	31.5	3.0	1 year*
Health Care MBA	45	3.0	21 months*
MS in Business Analytics	30	2.7	5 years
Online MBA	45	3.0	7 years
Part-time Flex MBA	45	3.0	7 years
MS in Supply Chain Management	30	3.0	5 years
MS in Management	31	3.0	2 years
STEM MBA	45	3.0	7 years

**Completion time noted is the designed delivery length of the cohort program, but should students become unable to complete their studies with their original cohort, MBA and STEM MBA students have up to 7 years to complete a degree and MS students have up to 5 years.*

Leave of Absence/Inactivation

Graduate business degree students and graduate business certificate students are expected to be enrolled in courses during the fall and spring terms. If a student does not plan to enroll in any courses for the fall or spring term(s), they must request to take a leave of absence from the program.

The student is still considered an "active" degree/certificate candidate during the leave of absence, but the leave does not extend the maximum time allowed to complete their program (varies by certificate or degree program). Students who do not register for any program coursework at St. Thomas for one calendar year (without an approved Leave of Absence request) are inactivated automatically.

Academic Probation

Any student whose cumulative program grade point average (GPA) falls below their program's minimum required GPA or who has an unresolved failure (F) grade in a required or core course will be placed on academic probation. A student will remain on academic probation until their program GPA meets or exceeds the program requirement and/or they have retaken or replaced courses with any unresolved F grades.

Students on academic probation in non-cohort programs will have a registration hold applied. They must contact their program advisor to discuss an appropriate registration plan and have the hold lifted before their assigned registration time.

If a student has a second consecutive term on academic probation without improvement, they are required to meet with the program director to continue their studies. During the meeting, the student's academic performance, their suitability for the program, and strategies for improvement will be discussed.

Academic Dismissal

After meeting with the program director, the student's grades and GPA must improve. If academic improvement is not demonstrated, they may be subject to dismissal from the graduate program.

A student who has been dismissed for academic reasons shall not be eligible for readmission until one year following the student's dismissal. All matters concerning readmission shall be decided by the program director.

GRADUATION AND COMMENCEMENT

The public and students alike often mistake a commencement ceremony with actual graduation, or completion of a degree program. In fact, students sometimes participate in commencement when they still have outstanding degree requirements to complete.

Awarding of Graduate Degrees and Certificates

Students are officially considered graduates of a program only when the completed degree or certificate is posted on their academic transcript. A degree is posted to a transcript only when all requirements have been completed and are officially reflected in the student's university record, which may be 6-8 weeks after the student's final term.

The official date that a graduate degree or certificate is considered conferred is the final day of the academic term in which the student completed all required program coursework, not the date a commencement ceremony is attended. This date is noted on the student's transcript and diploma.

Commencement Participation Form

Any student who expects to graduate must complete the commencement participation form before the communicated deadline during their final term. The University has no obligation to include a student's name in the commencement program if the candidate fails to comply with this procedure.

Commencement Ceremony

The University of St. Thomas holds a graduate program commencement ceremony at the end of the spring term (late May) for all students who completed graduate degrees in the past year. Degree candidates registered for six (6) credits or fewer in the summer term following the May ceremony are also welcome to participate. Students must fill out a commencement participation form if they are planning to participate in this ceremony.

Academic Honors

Graduate degree program candidates with a GPA in the top 20% of their graduating class are recognized each year with an invitation to join the University of St. Thomas chapter of [Beta Gamma Sigma](#), the international honor society for business students. Eligible candidates are notified in the spring term prior to the spring St. Thomas graduate commencement ceremony.

Class Ranking

The Opus College of Business Graduate Programs do not maintain an official class ranking for individual students.

ACADEMIC INTEGRITY AND MISCONDUCT

Academic Integrity

In keeping with the expectation that Opus College of Business graduate students will become “highly principled global business leaders,” students are expected to maintain the highest standards of integrity while enrolled in graduate programs. Honesty and integrity in the conduct of academic life is fundamental to the principle of independent learning and professional growth. Academic dishonesty in any form is a serious offense against our community. Lying, cheating, and stealing are violations of this community code. Since a violation by one member of the OCB community hurts the whole community, we all share the responsibility to maintain these standards and not to tolerate violations.

This policy lays out expectations more explicitly and assigns responsibility for implementation to members of the OCB community.

Examples of Academic Misconduct

As we challenge our students to adhere to high moral standards, we recognize that violations vary in their seriousness, calling for proportionate institutional responses. While it is impossible to anticipate every violation and to distinguish precisely between minor and major violations, the following examples will offer some clarification.

The following would constitute examples of minor academic misconduct:

- An infraction resulting from misunderstanding instructions, provided that additional students also misunderstood.
- Unauthorized collaboration on an assignment.
- Minor duplication of an assignment by two or more students.
- Substantial overlap in materials submitted to meet requirements of two distinct courses without prior approval of the instructors of the two courses (if taken simultaneously) or the instructor of the second course (if taken sequentially).
- Other infractions that, in the opinion of the instructors and administrators involved, fall short of major misconduct.

The following would typically be examples of major academic misconduct:

- Cheating on an exam, including, but not limited to:
 - Having a substitute take an exam
 - Use of any software/files other than the ones allowed by the instructor while taking an exam.
 - Sharing files on computers during exams.
- Forging or altering grades, stealing exams, using prohibited material on exams, or stealing another student’s work.
- Significant duplication of an assignment by two or more students.
- Falsifying sources, i.e. creating references that do not exist.
- Plagiarism as commonly defined.

Student Rights and Responsibilities

- Students have the right to challenge any sanction proposed by the instructor prior to a committee hearing.
- Students are expected to familiarize themselves with generally accepted citation rules (e.g. APA style, Chicago Manual of Style, or other as may apply).
- All admitted students must sign a statement declaring that they have read, understood, and will act according to the provisions of the Academic Integrity Policy.

Faculty Rights and Responsibilities

- Faculty should provide clear instructions regarding collaboration and resources for every assignment.
- Faculty should minimize the opportunities for misconduct by creating new examinations and assignments each year.
- Faculty shall propose an alternative sanction to offending students prior to any decision made by the Academic Integrity Committee.
- Faculty must report all academic integrity violations to the assistant/associate dean.

Procedure for Academic Misconduct Reporting, Sanctions, and Hearing

Evidence of misconduct may be observed and reported in writing by faculty, staff, administrators, or students, including self-reporting. All such incidents must be reported to the assistant/associate dean who will open a file on the incident and student(s) affected. The assistant/associate dean will notify any faculty whose courses are affected and who were not themselves the initiators and will notify the program director. These three (or more) individuals will ascertain among themselves whether the infraction amounts to minor misconduct, in which case the student(s) involved will be offered the option of informal sanctions to be determined and imposed by the instructor. Students who refuse this option or who deny the minor misconduct may take their case to a hearing committee (see below).

In the event of a determination of major misconduct, the student(s) involved will meet with the assistant/associate dean, program director, and course instructor. If the student(s) admit to the major misconduct, appropriate sanctions will be imposed. If the student(s) deny the major misconduct or object to the proposed sanctions, a hearing committee (see below) will take up the issue.

Step-by-step procedures

1. Academic integrity violation observed and reported by observer to:
 - a. course instructor(s), or
 - b. program staff and/or faculty director(s), or
 - c. assistant/associate dean.
2. Whichever official the violation was reported to must then notify the other officials listed above, and a file is opened on the incident.
3. Assistant/associate dean, program director(s), and instructor determine whether the incident constitutes minor or major misconduct.
 - a. If minor, they will meet with the student(s) to determine and impose informal sanctions.
 - b. If major, they will meet with the student(s) to determine and impose a proportionate formal sanction.

4. Students who feel they have been wrongfully accused or who feel their rights have otherwise been abrogated may petition the assistant/associate dean for a formal hearing.
5. The assistant/associate dean will appoint an academic integrity hearing committee of Opus College of Business.
 - a. The hearing committee will consist of five members, including two student representatives and the program director or designee.
 - b. Any faculty directly involved in the incident may not serve on the committee.
 - c. No hearing committee will process more than one case at a time.
 - d. Hearing committee determinations, including sanctions imposed, will be based on majority vote.
6. The timing and location of the hearing is determined by the hearing committee, provided that all parties receive at least three days prior notice.
 - a. All student(s) and any affected instructors must attend the hearing.
 - b. Students and instructors may present witnesses to the incident, documentation, or other evidence pertinent to the issue.
7. The committee shall make every reasonable effort to return a written decision, including sanction and rationale, within ten business days from the time a hearing petition is filed.
8. Sanctions imposed may be appealed to the Opus College of Business academic integrity hearing committee. Any further appeals are directed to the University Grievance and Discipline Committee.

Guidelines for Academic Misconduct and Sanctions

Nature of misconduct	Potential Sanctions may include, but are not limited to:
Minor misconduct	Warning Rewrite assignment Retake all or a portion of an examination
Major misconduct	Fail assignment Fail examination Fail course Suspension from program Expulsion from program

Non-Academic Sanctions or Dismissal Due to Conduct

From a professional preparation perspective, it is possible for a student to do well on the formal academic aspects of a program while demonstrating poor professional characteristics or even highly inappropriate behaviors.

If, in the judgment of program faculty or administration, a student demonstrates **unprofessional dispositions** (absenteeism, tardiness, late and missing assignments, rudeness, insensitivity to others) and/or **offensive behavior**, including but not limited to, discrimination (racism, sexism, etc.), harassment, sexual misconduct, and contributing to a hostile learning environment, a student may be sanctioned, suspended, or dismissed from a program.

The program reserves the right to escalate any conduct incident to the Dean of Students Office. A program designee and the Assistant Dean of Students will process the student conduct incident together.

If an incident is escalated to the Dean of Students Office, the Program Director and the Assistant Dean of Students will notify the student and process the conduct issue.

Any other violations of the [University of St. Thomas Student Conduct Code](#) not included above can also warrant dismissal.

No student expelled from OCB for improper conduct will be eligible for readmission.

Sexual Misconduct Policies and Procedures

The University of St. Thomas mission and convictions embody the University's commitment to promote and protect the personal dignity and well-being of every member of the St. Thomas community. Sexual harassment, sexual assault and other forms of sexual misconduct are antithetical to that commitment. Moreover, they constitute unlawful sex discrimination. All forms of sexual misconduct are prohibited by St. Thomas.

The university's sexual misconduct policy defines the forms of sexual misconduct prohibited by the University, describes reporting options, and identifies the procedures the University will use to resolve reports of sexual misconduct. This policy reflects the University's commitment to: (1) fostering an environment where sexual misconduct is not tolerated and where all members of the community are well-informed and supported in reporting sexual misconduct, and (2) resolving reports of sexual misconduct in a prompt, impartial and equitable manner.

The full University of St. Thomas Sexual Misconduct Policies and Procedures are located here: <http://www.stthomas.edu/title-ix/sexualmisconduct/>

Contact and Reporting information is located here: <https://www.stthomas.edu/title-ix/contactreportinginformation/>

Student Code of Conduct information is located here: <https://www.stthomas.edu/title-ix/>

Student Concerns and Complaints

For student concerns and complaints, please see the procedure on this webpage: <https://www.stthomas.edu/about/consumer-information/student-concerns/index.html>