

# BUSM - FULL-TIME MBA PROGRAM

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## **BUSM600 Leadership and Teamwork (2 Credits)**

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

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

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

## **BUSM602 Introduction to Financial Accounting (2 Credits)**

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

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

**Credit Only Granted for:** BUSI610 or BUSM602.

## **BUSM604 Managerial Economics and Public Policy (2 Credits)**

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

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

**Credit Only Granted for:** BUSI681 or BUSM604.

## **BUSM606 Data Driven Decision Making (2-3 Credits)**

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

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

**Credit Only Granted for:** BUSI630 or BUSM606.

## **BUSM610 Financial Management (2-3 Credits)**

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

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

**Credit Only Granted for:** BUSI640 or BUSM610.

## **BUSM612 Marketing Management (2 Credits)**

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

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

**Credit Only Granted for:** BUSI650 or BUSM612.

## **BUSM614 Strategic Management (2 Credits)**

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

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

**Credit Only Granted for:** BUSI690 or BUSM614.

## **BUSM616 Managerial Accounting (2 Credits)**

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

**Prerequisite:** BUSI610.

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

**Credit Only Granted for:** BUSI611 or BUSM616.

## **BUSM621 Digital Transformation in Business (2 Credits)**

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

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

## **BUSM622 Managing Digital Business Markets (2 Credits)**

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

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

**Credit Only Granted for:** BUSI622 or BUSM622.

## **BUSM624 Operations Management (2 Credits)**

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

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

**Credit Only Granted for:** BUSI634 or BUSM624.

**BUSM626 The Global Economic Environment (2 Credits)**

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

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

**Credit Only Granted for:** BUSI683 or BUSM626.

**BUSM701 Marketing Research Methods (2 Credits)**

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

**Prerequisite:** BUSM606; and BUSM612.

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

**Credit Only Granted for:** BUMK701 or BUSM701.

**Formerly:** BUMK701.

**BUSM702 Consumer Behavior (2 Credits)**

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

**Prerequisite:** BUSM612.

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

**Credit Only Granted for:** BUMK715 or BUSM702.

**BUSM703 Marketing Strategy (2 Credits)**

A capstone marketing course. Marketing strategies designed to manage products in selected market segments. Topics covered include competitor analysis, buyer analysis, market segments, and product strengths and weaknesses; product related issues are identified and marketing strategies developed, assessed and implemented.

**Prerequisite:** BUSM612.

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

**Credit Only Granted for:** BUMK757 or BUSM703.

**BUSM704 New Product Development (2 Credits)**

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

**Prerequisite:** BUSM612.

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

**BUSM705 Brand Management (2 Credits)**

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

**Prerequisite:** BUSM612.

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

**Credit Only Granted for:** BUMK716 or BUSM705.

**BUSM706 Innovation & Product Development (2 Credits)**

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

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

**Credit Only Granted for:** BUMO758P or BUSM706.

**BUSM708 Independent Study in Business (1-6 Credits)**

Independent study for Masters students in Business.

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

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

**BUSM710 Advanced Marketing Analytics Models (2 Credits)**

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

**Prerequisite:** BUSM612.

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

**Credit Only Granted for:** BUMK706 or BUSM705.

**BUSM711 Pricing Strategies for Sustainable Competitive Advantage (2 Credits)**

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

**Prerequisite:** BUSM612.

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

**BUSM713 Market Forecasting (2 Credits)**

Students will learn a number of market forecasting methods, each appropriate for different contexts. The majority of this course focuses on quantitative modeling techniques based on established statistical methods. We also cover non-statistical methods that are often used when empirical data is scarce. This is a very hands-on class where students will apply the forecasting methods learned to real data.

**Prerequisite:** BUSM606 and BUSM612.

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

**BUSM714 Integrated Marketing Communications (2 Credits)**

Marketing communications are a complex but critical component of marketing strategy. Topics include communication tools: advertising, sales promotions, corporation communications, one-on-one or direct marketing, public relations, internet communications, sponsorship/events marketing, and marketing communication plans: defining objectives, implementing the plan, and measuring communications effectiveness. Achieving integration in the content, look, and feel of all marketing communications is stressed.

**Prerequisite:** BUSM612.

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

**Credit Only Granted for:** BUMK717 or BUSM707.

**BUSM715 Digital Marketing (2 Credits)**

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

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

**BUSM716 Social Media and Internet Marketing (2 Credits)**

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

**Prerequisite:** BUSM612.

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

**BUSM731 Capital Markets (2 Credits)**

Designed to deepen the foundations necessary to finance focused students, especially those intending to specialize in the quantitative areas of finance including investments, fixed income, and financial engineering.

**Prerequisite:** BUSM610.

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

**Credit Only Granted for:** BUFN740 or BUSM731.

**BUSM733 Valuation in Corporate Finance (2 Credits)**

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

**Prerequisite:** BUSM610.

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

**Credit Only Granted for:** BUFN750 or BUSM733.

**BUSM735 Financial Strategy for Corporations (2 Credits)**

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

**Prerequisite:** BUSM610.

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

**Credit Only Granted for:** BUFN751 or BUSM735.

**BUSM736 Corporate Risk Management (2 Credits)**

Surveys the theory and practice of financial risk identification, measurement, and mitigation at financial and non-financial firms. Topics will include hedging with options and futures, interest rate risk management, Value-at-Risk (VaR), Cashflow-at-Risk (CaR), Earnings-at-Risk (EaR), credit risk, equity risk, commodities risk, exchange rate risk, and lessons from risk management disasters.

**Prerequisite:** BUSM610.

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

**Credit Only Granted for:** BUFN754 or BUSM736.

**BUSM737 Applied Equity Analysis (2 Credits)**

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

**Prerequisite:** BUSM610.

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

**Credit Only Granted for:** BUFN760 or BUSM737.

**BUSM738 Investment Fund Management (1-4 Credits)**

Provides second-year Master in Business Administration students with the opportunity to apply the skills learned in finance classes to actual investment decisions through management of an investment fund.

**Prerequisite:** BUSM610.

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

**Repeatable to:** 12 credits.

**Credit Only Granted for:** BUFN738 or BUSM738.

**BUSM741 Financial Restructuring (2 Credits)**

Focuses on identifying ways to increase firm value through corporate restructuring. Specific topics include: mergers and tender offers, spin-offs, carve-outs, divestitures, takeover defense strategies, leveraged buy-outs, and international acquisitions. Additionally, the theory, practice and empirical evidence related to each of these topics will be covered. Emphasis will be placed on valuation analysis and strategic considerations.

**Prerequisite:** BUSM610.

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

**Credit Only Granted for:** BUFN752 or BUSM741.

**BUSM743 Entrepreneurial Finance and Private Equity (2 Credits)**

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

**Prerequisite:** BUSM610.

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

**Credit Only Granted for:** BUFN755 or BUSM743.

**BUSM744 Portfolio Management (2 Credits)**

Provides training that is important in understanding the investment process - the buy side of the financial world. Specifically, the objective is to provide graduate-level instruction in the following topics, both in theory and in using financial markets data to test the basic theory and practice of portfolio choice and equilibrium pricing models and their implications for efficient portfolios.

**Prerequisite:** BUSM610; and BUSM731.

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

**Credit Only Granted for:** BUFN763 or BUSM744.

**BUSM745 Derivative Securities (2 Credits)**

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

**Prerequisite:** BUSM610.

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

**BUSM747 Financial Reporting & Analysis (2 Credits)**

Uses authoritative professional pronouncements to examine advanced financial reporting issues. Examines complex problems in accounting and reporting; examples include pensions, taxes, interest rate swaps, derivative securities, international transactions, and international financial reporting. Takes a user-oriented perspective, and examines the ways in which financial accounting information is used by investors, analysts, and creditors. Examples include if users adjust for alternative accounting methods or for information that is recognized versus disclosed.

**Prerequisite:** BUSM602.

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

**BUSM750 Project Management in Dynamic Environments (2 Credits)**

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

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

**Credit Only Granted for:** BUSI785 or BUSM750.

**BUSM751 Managing Supply Chains: Models & Analysis (2 Credits)**

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

**Prerequisite:** BUSM606 and BUSM624.

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

**BUSM752 Games of Strategy and Incentives (4 Credits)**

Analysis of managerial decisions in strategic environments using tools from game theory; competition and cooperation in product markets; principal-agent model and the economics of incentives; analytical foundations of behavioral constructs such as reputation, commitment and credibility.

**Prerequisite:** Permission of BMGT-Robert H. Smith School of Business. Or BUSM610; and BUSM604; and BUSM614.

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

**BUSM754 Competitive and Collaborative Negotiation (2 Credits)**

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

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

**Credit Only Granted for:** BUM0714 or BUSM754.

**BUSM755 Organizational Change (2 Credits)**

Develops the advanced knowledge and skills of MBA students who plan to work with organizations as change agents. Concrete and useful strategies, tools, and interventions for diagnosing organizational change situations, analyzing problems, and designing and implementing organizational change. Draws on literature from organizational behavior, human resource management and strategic management to identify models as prescriptions of change.

**Prerequisite:** BUSM600.

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



**BUSM757 Implementing Strategy: Organizing to Compete (2 Credits)**

Organizational dynamics of competitive advantage. Impact of alternative organizational structures, planning and control systems, human resource management practices, and executive leadership styles on the implementation of archetypically different strategies.

**Prerequisite:** BUSM614.

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

**Credit Only Granted for:** BUM0751 or BUSM757.

**BUSM758 Special Topics in Business (1-4 Credits)**

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

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

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

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

**Formerly:** BMGT798.

**BUSM761 Data Mining and Predictive Analytics (2 Credits)**

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

**Prerequisite:** BUSM606.

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

**Credit Only Granted for:** BUDT733 or BUSM761.

**Formerly:** BUDT733.

**BUSM762 Decision Analytics (2 Credits)**

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

**Prerequisite:** BUSM606.

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

**Credit Only Granted for:** BUDT732 or BUSM762.

**BUSM764 Pricing and Revenue Management (2 Credits)**

Specialized course on pricing and revenue management (PRM) that provide students with tools and principles, drawn from several disciplines (Operations, Microeconomics, Decision Modeling, Statistics, Marketing, IS) to make effective pricing decisions. Topics covered include economics of pricing, strategy and tactics of PRM, pricing optimization, differentiated pricing, dynamic pricing, mark-down pricing, legal and ethical issues in models/methods used in making effective PRM decisions and managerial or organizational factors that hold the key to success in execution of PRM.

**Prerequisite:** BUSM606; and BUSM624.

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

**Credit Only Granted for:** BUDT775 or BUSM764.

**BUSM765 Social Media and Web 2.0 (2 Credits)**

Over the past years, social computing technologies such as online communities, blogs, wikis, and social networking systems have become important tools for individuals to seek information, socialize with others, get support, collaborate on work, and express themselves. Increasingly, businesses are trying to leverage web 2.0 by using social computing technologies to communicate with customers, employees, and other business partners or to build new business models. This course will review concepts and principles related to web 2.0 and examine issues and strategies associated with business use of social computing technologies.

**Prerequisite:** BUSM621; or BUSM622.

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

**Credit Only Granted for:** BUDT706 or BUSM765.

**BUSM767 Process Improvement (2 Credits)**

Provide you with the necessary knowledge, tools and real-world examples to improve any organizational process and help students understand how a supply chain works from the perspective of processes improvement using Lean and, Six Sigma methods. Much of the focus will be on identifying where improvement opportunities reside, understanding and improving the flow of supply chain processes, and eliminating non-value activities using a wide arrange of tools.

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

**BUSM771 Leading Strategically (2 Credits)**

Focus on the aspects of the firm that facilitate reaching strategic objectives. The firm is comprised of formal structures or architecture, routines and practices, and culture and norms that all need to be well-aligned to support your strategy. In particular, organizational alignment facilitates the development of innovative ideas, achieving operational efficiency, sustaining organizational growth, adopting new business models, achieving strategic change, and building organizational competence. Students will use several tools to assist in analysis, such as congruence analysis, the 7S model, network analysis, and design thinking. Focus on thinking systematically and analytically about managing an organization and leading strategically.

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

**BUSM773 Innovation & Entrepreneurship (2 Credits)**

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

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

**Credit Only Granted for:** BUM0732 or BUSM773.

**BUSM775 Global Strategy (2 Credits)**

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

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

**Credit Only Granted for:** BUM0754 or BUSM775.

**BUSM778 Introduction to Global Business Experience (1-4 Credits)**

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

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

**Repeatable to:** 4 credits.

**Credit Only Granted for:** BUSI788 or BUSM778.

**BUSM781 International Economics for Managers (2 Credits)**

Focus on understanding critical aspects of international economics that influence firm decisions and behavior. While covering theoretic fundamentals of international trade and foreign direct investment, focus on the implications for managers from these international economic activities. Such forces of globalization create winners and losers, and consider how firms can take advantage of these asymmetries. The topical issues include: - international trade: trade theory, comparative advantage, production location, why and how government is involved in international trade, how government involvement affects trade - firms participating abroad: determinants of foreign direct investment, location choice, off-shoring, emerging multinationals, emerging markets.

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

**BUSM783 Global Supply Chain Management (2 Credits)**

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

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

**Credit Only Granted for:** BUSI672 or BUSM783.

**BUSM784 Assessing and Managing Supply Chain Risks (2 Credits)**

Supply chain managers are facing an increasingly volatile operating environment, with constant danger of trading community disruption from business, social and environmental risks. Students are provided with a working knowledge of both the core techniques of supply chain risk assessment and mitigation; as well as best practices in establishing formal corporate supply chain risk management programs. A semester-long X-Treme Supply Chain Simulation will enable students to gain hands-on experience in navigating a computer company through a complex and risky four quarters of global business operations.

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

**Credit Only Granted for:** BULM734 or BUSM784.

**BUSM785 Global Supply Chain Resources Planning (2 Credits)**

Provides students with an overall understanding of how firms use an advanced supply chain planning (ASCP) application as an integral part of their materials management process which includes such activities as production planning, materials requirements planning, and distribution requirements planning.

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

**Credit Only Granted for:** BULM742 or BUSM785.

**BUSM786 Global Trade Logistics (2 Credits)**

Acquaints students with managerial issues in international logistics and transportation, and provides students with an understanding of issues related to import/export management and the global marketplace.

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

**BUSM787 Supply Chain Management Experience (2 Credits)**

Gain a hands-on experience with logistics and supply chain operations. Various supply chain management activities, ranging from transportation to warehousing, will be witnessed directly through a series of site visits and facility tours and explored in depth through directed company projects. Other supply chain management activities, such as purchasing and planning, will also be introduced throughout the semester.

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

**BUSM788 Global Business Experience (1-6 Credits)**

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

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

**Repeatable to:** 8 credits if content differs.

**BUSM798 Business Consulting (1-4 Credits)**

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

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

**Repeatable to:** 8 credits if content differs.

**Credit Only Granted for:** BUSM798 or BMGT798.