

# KENAN–FLAGLER BUSINESS SCHOOL (GRAD)

## Contact Information

### Kenan–Flagler Business School

Visit Program Website (<http://www.kenan-flagler.unc.edu>)

### Douglas A. Shackelford, Dean

The Kenan–Flagler Business School offers programs of graduate study leading to the degrees of master of business administration, master of accounting, and doctor of philosophy. The school is committed to providing cutting-edge, real-world business education and research. Known for its collegial, intimate environment and selective, diverse admissions, the school prepares tomorrow's leaders in business and industry.

The school pioneered the team approach to learning more than a quarter century ago and has more recently added cross-functional, entrepreneurial, and global priorities to its curriculum.

Kenan–Flagler is recognized for world-class teaching. The faculty consistently has been nationally ranked for teaching excellence, availability, and responsiveness to students, with an emphasis on relevant, applied research and case development. Through these efforts, the faculty constantly strives to give students great opportunities for learning.

In fall 1997, the Kenan–Flagler Business School moved to its new state-of-the-art facility located on South Campus. Building features include 18 classrooms with multimedia capabilities, a 456-seat auditorium, and a 250-plus seat multipurpose dining pavilion and activity space.

The world-class McColl Building is a hub of learning, teaching, and research. Each classroom, office, and study room is designed for maximum use and technological efficiency to support these activities. The building includes an asynchronous transfer mode (ATM) backbone network providing high-speed transmissions within the school and on the Internet, ports in many rooms that allow students to connect laptops from virtually anywhere in the building, a network operating at 100 megabits per second, a computer lab with state-of-the-art multimedia workstations, and network servers that provide students with online access to a number of CDs for company research and historical financial market data.

## Scholarships and Fellowships

Available to doctoral students in business administration are a number of assistantships. The school provides summer assistantships for doctoral students who receive awards from the University or the school during the academic year. Once a doctoral student is awarded financial aid, the school generally provides support for ten semesters if the student is making satisfactory academic progress.

## Master of Business Administration

The Kenan–Flagler Business School's highly ranked master of business administration (M.B.A.) program provides exceptional students with the opportunity to develop outstanding functional and analytical skills and the vision of a general manager. The two-year program combines a semester of core courses spread across two modules. The core courses are taken by all students and are designed to provide a general

management background, technical and analytical expertise, and exposure to decision making in all functional areas of business. During a substantial part of the second semester of the first year and the entire second year, students have the opportunity to take elective courses to concentrate in their areas of professional interest.

The M.B.A. program is well recognized for shaping professionals who integrate abilities related to the science and heart of business, with the former centering on analytical and functional skills, and the latter on leadership, teamwork, and execution skills.

Application forms and a brochure containing detailed information may be obtained by contacting the Kenan–Flagler Business School M.B.A. Admissions Office (<http://www.kenan-flagler.unc.edu/programs/mba>), CB# 3490, McColl Building, The University of North Carolina at Chapel Hill, Chapel Hill, N.C. 27599-3490; (919) 962-3236; e-mail [mba\\_info@unc.edu](mailto:mba_info@unc.edu).

## Master of Accounting (On-Campus and Online Formats)

The UNC Kenan–Flagler master of accounting (M.A.C.) program's (<http://www.kenan-flagler.unc.edu/programs/master-of-accounting>) unique approach to accounting and business education involves a challenging curriculum that integrates accounting with other business disciplines and emphasizes the application of accounting concepts to current business issues. The goal of the accounting and business courses is to create well-rounded accountants and business advisers who can compete in the business world. M.A.C. students take a broad but balanced series of accounting courses that focus on skill development, problem solving, and decision making in business situations. The core courses are designed specifically for M.A.C. students to emphasize accounting and business consulting skills. The program develops students' communication and leadership skills, giving them a competitive advantage in today's job market and enhancing their ability to succeed in the accounting profession.

The M.A.C. program is available in two formats: a flexible online format (<http://www.kenan-flagler.unc.edu/programs/master-of-accounting/program-formats/online-accounting-at-unc>) with a duration of 12 to 36 months, dependent on the student's desired pace, or a one-year, on-campus format (<http://www.kenan-flagler.unc.edu/programs/master-of-accounting/program-formats/campus-mac>). Both programs are open to students from any undergraduate major; however, students entering the on-campus format must have no more than 12 credits of previous accounting coursework. Students may start the online format in June, September, January, or March, while the on-campus format begins once a year in June. Admission is competitive and decisions are made on a rolling basis, so applicants are encouraged to apply early.

For more information, please contact the M.A.C. Admissions Office (<http://www.kenan-flagler.unc.edu/programs/master-of-accounting>), CB# 3490, McColl Building, The University of North Carolina at Chapel Hill, Chapel Hill, N.C. 27599-3490; (919) 962-3209; email [mac\\_info@unc.edu](mailto:mac_info@unc.edu).

## The M.B.A. for Executives Programs

The M.B.A. for Executives Programs provide working professionals the opportunity to acquire the traditional M.B.A. degree without interrupting their careers. Kenan–Flagler offers three attendance options for completing the M.B.A. for Executives Programs.

The evening program classes are held on Monday and Thursday evenings for 24 months. This program is best suited for professionals who live and

work in the Triangle area and have careers that do not require frequent weekday travel.

The weekend program classes are held on alternate weekends (all day Friday and Saturday) for 20 months, with two mandatory weeklong residencies for intensive course work. This program is best suited for professionals who travel extensively or who live too far from Chapel Hill to make attending evening classes feasible.

OneMBA global program classes are held once a month on Friday, Saturday, and Sunday for 21 months. Most classes are held at Lansdowne Conference Center near Washington, DC, and Dulles International Airport. The OneMBA curriculum integrates perspectives and best business practices from developed and emerging economies, providing students the knowledge and connections needed to accelerate their global management careers. Global residencies are held in the United States, Europe, Latin America, and Asia.

Application forms and a brochure containing detailed information about the program may be obtained by contacting the M.B.A. for Executives Programs (<http://www.kenan-flagler.unc.edu/programs/emba>), Kenan–Flagler Business School, The University of North Carolina at Chapel Hill, CB# 3490, McColl Building, Suite 3100, Chapel Hill, N.C. 27599-3490; (800) 453-9515; e-mail [emba@unc.edu](mailto:emba@unc.edu).

## Doctor of Philosophy

The Ph.D. program in business administration is designed for individuals who plan careers in research and teaching. A limited number of students are admitted each year, resulting in a high-quality learning environment that emphasizes rigor and personal attention. Although many students enter the program with an M.B.A., this degree is not a requirement for admission. However, an M.B.A. from an accredited institution usually allows the student to waive some of the business fundamentals requirements. Prior to admission to the doctoral program, students are expected to have knowledge of elementary calculus and basic computer skills. A foreign language is not required for graduation from the program. Research and teaching assistantships are available on a competitive basis.

The requirements for the Ph.D. in business administration are as follows:

- **Business Fundamentals.** All Ph.D. students are expected to possess or to acquire a basic knowledge of accounting, finance, marketing, organizational behavior, and production. This requirement involves a level of competence roughly equivalent to the M.B.A. core courses on these topics. Most students entering with an M.B.A. or similar degree meet this requirement without additional coursework. Appropriate courses will be recommended for students who do not meet this requirement prior to beginning the program.
- **Economics.** All Ph.D. students are expected to possess or to acquire knowledge of microeconomic and macroeconomic theory. The basic requirement is an M.B.A. or graduate-level course on each topic. Once again, most students with an M.B.A. meet this requirement without additional coursework. However, individual areas within the business school (e.g., finance) may require that students take specific courses after entering the program to meet this requirement. Appropriate courses will be recommended for students who do not meet this requirement prior to beginning the program.
- **Research Methods/Quantitative Methodologies.** All Ph.D. students are required to take five courses (15 hours) in research methods/quantitative methodologies. At least one course (three hours) must be a research methods course covering topics such as the

philosophy of science, research design, sample selection, etc. At least three of the courses (nine hours) must focus on quantitative methodologies such as statistics, operations research, econometrics, etc. The fifth course (three hours) may be a more specialized research methods course (e.g., survey research, lab experimentation) or another quantitative methodologies course.

- **Major Area of Concentration.** All Ph.D. students are required to declare a major area. The major area consists of six courses (18 hours). Students may concentrate in one of the following areas:
  - Accounting
  - Operations
  - Finance
  - Organizational Behavior
  - Marketing
  - Strategy and Entrepreneurship

These courses may be a combination of required courses offered within the major area, required courses offered outside of the major area, or approved elective courses.

- **Supporting Area.** All Ph.D. students are required to declare a supporting area. The supporting area consists of four courses (12 hours). The supporting area allows the student to develop a strong expertise in an area related to the student's research and teaching interests. These courses are usually drawn from a single area within the business school or from a specific outside department, but a student may assemble four courses from more than one area if the courses represent a coherent package.
- **Research Paper.** During the summer and fall following the first year, all Ph.D. students are required to complete a research paper. The paper must be evaluated and approved by the student's faculty. The primary purpose of this paper is to provide the student with important research experience and to develop research and writing skills. Most of these papers are later presented at professional meetings, and many lead to publication. Some papers develop into dissertations.
- **Comprehensive Examination.** All Ph.D. students must pass a written comprehensive examination on the student's major area of concentration and on relevant material from the other requirements. Students usually take this examination after completing coursework, typically at the end of the second year. Some areas may require an oral examination after completion of the written examination.
- **Dissertation.** All Ph.D. students are required to complete a dissertation prior to graduation from the program. The dissertation is a thorough theoretical and empirical investigation of a specific problem important to the student's major area. The dissertation's value is in its contribution to knowledge, in the scholarly manner in which it is organized and presented, and in the demonstrated development of the student's conceptual and research skills. Before substantial work on the dissertation is undertaken, a written dissertation proposal must be presented and approved by the student's dissertation committee. In most cases, the dissertation proposal is completed during the student's third or fourth year in residence and the dissertation is completed during the fifth year.
- **Teaching and Research.** All students are required to serve as teaching assistants for at least one semester and as research assistants for at least one semester. Students are also required to work with faculty members prior to that semester on the development of their teaching skills.

## MBA@UNC–Online MBA Program

### Program Format

Through the use of innovative technologies and real-world immersion experiences, MBA@UNC blends the flexibility of an online program with the rigor and quality of an on-campus experience. MBA@UNC is structured so that faculty and classmates get to know one another in ways that shape the vibrant learning community that sets UNC Kenan–Flagler Business School apart.

### World-Class Faculty and Curriculum

MBA@UNC leverages the same world-class faculty members who teach in UNC Kenan–Flagler Business School's other top-ranked M.B.A. programs, and the curriculum is based on the curriculum delivered in those programs.

MBA@UNC is designed to provide aspiring leaders with the strong general management and leadership curriculum required to propel them to the next level in their careers. Following a foundation of required core courses, MBA@UNC students can customize their studies by concentrating in one of six business disciplines.

### Innovative Approach to Distance Learning

Each course is designed and delivered by a UNC Kenan–Flagler Business School professor and requires

- Preparation outside of class, including teamwork (texts, articles, cases, projects, papers). Outside class, students can create sessions in exactly the same way that a professor does and work together on the platform, seeing each other's faces, working collaboratively on documents, creating video presentations, working on simulations together, and so on.
- Lectures and delivery of new information (in an asynchronous format)
- Weekly virtual classes (in a synchronous format) in small groups (10 to 15 participants), led by faculty instructors (case discussions, role plays, breakout groups, and other discussions to drive learning)
- Quarterly three-day immersion weekends. Students are responsible for completing all coursework for the immersion weekends. Although they are only required to attend two over the duration of the program, we are finding that most students are attending as many as their schedules permit.

For information, write to the Kenan–Flagler Business School, The University of North Carolina at Chapel Hill, 1210 Environ Way, Chapel Hill, N.C. 27517. Phone: (888) 9UNC-MBA [(888) 986-2622]; e-mail OnlineMBA@unc.edu.

*Following the faculty member's name is a section number that students should use when registering for independent studies, reading, research, and thesis and dissertation courses with that particular professor.*

## Professors

**Sridhar Balasubramanian**, Marketing  
**Barry L. Bayus (131)**, Marketing Research, Technology Changes, Product Management  
**Richard A. Bettis**, Strategic Management, Global Competition, Technological Innovation, Strategic Change  
**Edward Joseph Blocher (61)**, Auditing, Management Accounting  
**Gregory W. Brown (07)**, Asset Pricing, Capital Markets, Derivative Securities, Investments, Mutual Funds, Risk Management, Corporate Hedging

**Robert M. Bushman**, Information Economics, Corporate Governance, Executive Compensation, Organizational Structure  
**Jennifer S. Conrad (107)**, Market Constraints, Stocks and Options  
**James W. Dean (158)**, Quality Management, Strategic Decision Making, Organizational Cynicism  
**Jeffrey R. Edwards (160)**, Person-Organization Fit, Work-Family Issues  
**Paolo Fulghieri**, Finance  
**John R. M. Hand (126)**, Financial Accounting, Capital Markets, Market Efficiency  
**David James Hartzell (16)**, Mortgage Bank Securities, Real Estate Investment, Finance  
**David A. Hofmann**, Management  
**James H. Johnson**, Diversity, Entrepreneurship–Minority, Ethnic Conflict, Management, Small Business–Minority, Urban Economics, Venture Financing, Welfare Reform  
**Walter Steven Jones**, Business Education  
**Wayne R. Landsman (58)**, Financial Reporting, Capital Markets  
**Mark H. Lang (142)**, International Accounting and Finance, Corporate Disclosure Policy, Earnings, Stock Price Issues  
**Christian Lundblad**, Finance  
**Ann E. Maruchek (21)**, Production/Operations, Technology and Innovation Management, Distributions Systems Design and Management, Engineering Management  
**Edward Maydew**, Accounting, Taxation, Corporate Tax Planning, Mergers and Acquisitions–Tax Aspects, Economic Effects of Tax Changes  
**Atul Nerkar**, Strategy and Associate Dean of the Executive M.B.A. Program  
**Hugh M. O'Neill (131)**, Corporate Strategy, New Ventures, Turnaround Situations  
**William Daniel Perreault Jr. (62)**, Industrial Marketing, Marketing Research Methods, Marketing Strategy  
**William P. Putsis**, Marketing  
**David J. Ravenscraft (10)**, Mergers, Takeovers, Sell-Offs  
**Albert H. Segars (152)**, Telecommunications Management, Impact of Technology, Corporate-Level Planning for Information Technology  
**Douglas A. Shackelford (101)**, Taxes, Business Strategy, Performance Measurement Systems  
**Anil Shivdasani (35)**, Corporate Boards of Directors, Corporate Finance, Corporate Governance, Finance, International Business–Finance, Mergers and Acquisitions, Organizations  
**J.B. Steenkamp**, Marketing  
**Jayashankar M. Swaminathan**, Operations, Technology and Innovation Management  
**Harvey M. Wagner (64)**, Management, Modeling  
**Valarie Zeithaml (169)**, Service Quality, Services Marketing

## Associate Professors

**Jeffery Abarbanell**, Financial Statement Analysis, Analyst Forecasting, Valuation, Accounting in Transition-to-Market Economies  
**Christopher Bingham**  
**Richard Stanley Blackburn (81)**, Organizational Behavior, Organizational Research Methods, Philosophy of Organizational Science  
**Robert A. Connolly (127)**, Foreign Currency Markets, Empirical Investments, Capital Markets  
**Nicholas Michael Didow (15)**, Consumer Behavior, Marketing Research Methods, Evaluation Research  
**Vinayak Deshpande**  
**Alison Fragale**, Organizational Behavior and Strategy  
**Diego Garcia**  
**Katrijn Gielens**, Marketing

**Wendell Gilland (162)**, Production Planning and Control, Capacity Management, Business Process Reengineering  
**Mustafa N. Gültekin (106)**, Portfolio Theory, Asset Pricing Models, Corporate Finance  
**Eva Labro**, Accounting  
**Arvind Malhotra**, Electronic Commerce, Knowledge Management, Interorganizational Information Technology, Supply Chain Management, Internet Business Opportunities, Internet Startups, Strategic Use of Information Technology, Virtual Teams and Communities  
**Jacob Sagi**  
**Jana Smith Raedy**, Accounting  
**Adam V. Reed**, Finance  
**Geoffrey Tate**

## Assistant Professors

**Larry Chavis**, Strategy and Entrepreneurship  
**Michael Christian**, Organization Behavior  
**Riccardo Colacito**, Finance  
**Mariano Croce**, Finance  
**Dragana Cvijanovic**  
**Sreedhari Desai**, Organizational Behavior  
**David Dicks**, Finance  
**Isaac Dinner**  
**Noah Eisenkraft**, Organizational Behavior  
**Nickolay Gantchev**, Finance  
**Isin Guler**, Strategy and Entrepreneurship  
**Bin Hu**, Operations  
**Lisa Jones-Christensen**, Strategy and Entrepreneurship  
**Chotibhak Jotikasthira**, Finance  
**Eda Kemahlioglu-Ziya**, Operations  
**Saravanan Kesavan**, Operations  
**Dimitrios Kostamis**, Operations  
**Venkat Kuppuswamy**, Strategy and Entrepreneurship  
**Tarun Kushwaha**, Marketing  
**Nandini Lahiri**, Strategy and Entrepreneurship  
**Anh Le**, Finance  
**Xiaoyuan Lu**, Operations  
**Shimul Melwani**, Organizational Behavior  
**Adam Mersereau**, Operations  
**Paige Ouimet**, Finance  
**Ali Parlakturk**, Operations  
**Matthew Pearsall**, Organizational Behavior  
**Andrew Petersen**, Marketing  
**Scott Rockart**, Strategy and Entrepreneurship  
**Amin Sayedi**  
**Bradley Staats**, Operations  
**Gunter Strobl**, Finance  
**Stephen Stubben**, Accounting  
**Edward Van Wesep**, Finance  
**Sol Wang**, Accounting  
**Kristin Wilson**

## Adjunct/Clinical Professors

**Tamara Barringer**, M.A.C. Program  
**Gerald D. Bell**, Leadership, Management, Negotiation, Teamwork  
**Linda Carolyn Bowen (9)**, Financial Accounting, Taxation, Auditing  
**Peter Brews**, Strategy  
**Douglas Allen Elvers (18)**, Production/Operations Management, Scheduling, Project Management  
**Pat Garner**, Strategy and Entrepreneurship  
**Eric Ghysel**, Finance

**Noel Greis**, Air Logistics, Aviation, Innovation, International Manufacturing, International Operations, Logistics, Manufacturing  
**Clay Hamner**, Entrepreneurial Studies  
**James Harris**, Finance  
**Patrick Hartley**, Finance  
**Michael Hussey**, Finance  
**Michael Jacobs**, Finance  
**Andrew Jones**, Center for Entrepreneurial Studies  
**Morgan Jones**, Operations  
**Mabel M. Miguel (53)**, Career Development, Cross-Cultural Management, Diversity, Human Resource Management, International Human Resource Management, Distance Learning, Management  
**Leslie Morgan**, Finance  
**Alan Neebe**, Operations  
**Barry Stuart Roberts (63)**, Legal Studies, Business Ethics, Government Regulation  
**Heidi Schultz (167)**, Business Communication  
**C.J. Skender**, Accounting, Auditing, Decision Making  
**Judy Jones Tisdale**, Consumer Banking Retail Sales, Professional Communication, Sales Coaching and Development  
**Ronald Williams**, Management

## Adjunct/Clinical Associate Professors

**Joseph Bylinski**, Adjunct Associate Professor, Accounting  
**Sharon Cannon**, Business Communications  
**Travis Day**, Adjunct Associate Professor, Strategy  
**Tim Flood**, Business Communication  
**Paul Friga**, Adjunct Associate Professor, Strategy and Entrepreneurship  
**Patricia Harms**, Business Communication  
**Claudia Kubowicz-Malhotra**, Clinical Associate Professor, Marketing  
**Ted Zoller**, Entrepreneurial Studies

## Adjunct/Clinical Assistant Professors

**Deborah Anderson**, Center for Real Estate Development  
**Stephen Appold**, Research Assistant Professor, Kenan Institute  
**Alex Arapoglou**, Clinical Assistant Professor, Finance  
**Lynn Dikolli**, Adjunct Assistant Professor, Accounting  
**Elizabeth Dickinson**, Clinical Assistant Professor, Business Communications  
**Courtney Edwards**, Clinical Assistant Professor, Accounting  
**Douglas Guthe**, Finance  
**Corinne Krupp**, Finance Trade, Antidumping Trade, Exchange Rates  
**Michael Meredith**, Clinical Assistant Professor, Business Communications  
**David Roberts**, Adjunct Assistant, Marketing  
**Carol Seagle**, Strategy and Entrepreneurship  
**Mark Yusko**, Finance  
**Patrick Vernon**, Entrepreneurial Studies  
**Bill Weld**, Clinical Assistant Professor, Finance

## Lecturers

**Alston Gardner**, Entrepreneurial Studies  
**John Glushik**, Entrepreneurial Studies  
**Andy Grubbs**, Strategy and Entrepreneurship  
**Gregory Hohn**, Senior Lecturer, Business Communications  
**Kellie McElhane**  
**Mark McNeilly**, Marketing  
**Donald Marple**, Management  
**Steve Miller**, Center for Entrepreneurial Studies  
**Mitch Mumma**, Management

David Neal, Organizational Behavior and Strategy  
 Shelby Pohlman, M.A.C. Program  
 Allen Prichard, Center for Real Estate Development  
 Maria Elena Rodriguez, Kenan Institute of Private Enterprise  
 Bob Slater, Center for Real Estate Development  
 Chip Snively, Sr., Lecturer, Finance  
 Karen Trott, M.A.C. Program  
 Courtney Wright, Business Communication

## Professors of the Practice

Michael Jacobs, Finance  
 Charles Myer, Strategy

## Professors Emeriti

Carl H. Anderson  
 Gary M. Armstrong  
 Jack N. Behrman  
 R. Lee Brummet  
 Dewitt Clinton Dearborn  
 Robert DesJardins  
 G. David Hughes  
 Thomas H. Jerdee  
 Jay Edward Klompmaker  
 Clifton Holland Kreps Jr.  
 Hans E. Krusa  
 Harold Q. Langenderfer  
 J. Finley Lee  
 Richard Levin  
 Richard Wolcott McEnally  
 Dannie Joseph Moffie  
 Jack Olin  
 John Pringle  
 Richard Rendelman  
 Benson Rosen  
 Aleda V. Roth  
 David Rubin  
 William S. Stewart  
 Junius H. Terrell  
 Rollie Tillman  
 Clay Whybark

## BUSI

### Advanced Undergraduate and Graduate-level Courses

#### **BUSI 401. Management and Corporate Communication. 3 Credits.**

Open to business majors. Writing- and speaking-intensive course that emphasizes professional communication. Provides opportunities to learn and apply the conventions and expectations for standard business documents and presentations. Features strategies for addressing informative, persuasive, and bad-news messages using a variety of media (print documents, electronic messages, and oral presentations).

**Gen Ed:** CI.

**Grading status:** Letter grade.

#### **BUSI 403. Operations Management. 3 Credits.**

Analysis of the operations functions in both manufacturing and service organizations. Formulating operational policies that improve efficiency and support high-level business strategy. Developing remedies that mitigate uncertainty and variability in operational processes.

**Grading status:** Letter grade.

#### **BUSI 404. The Legal and Ethical Environment of Business. 1.5 Credit.**

An introduction to the legal system and an examination of ethical issues that affect business.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 3 total credits. 2 total completions.

**Grading status:** Letter grade.

#### **BUSI 405. Leading and Managing: An Introduction to Organizational Behavior. 3 Credits.**

An introduction to leading and managing in organizations. Examines the impact of individual, group, and organizational factors on organizational performance and employee attitudes. Topics include leadership, perceptions, attitudes, motivation, group development, norms and cohesiveness, empowerment, conflict, negotiations, culture, structure, stress, innovation, and change.

**Grading status:** Letter grade.

#### **BUSI 406. Marketing. 3 Credits.**

Introduction to marketing with emphasis on the social and economic aspects of distribution, consumer problems, marketing functions and institutions, marketing methods and policies.

**Grading status:** Letter grade.

#### **BUSI 407. Financial Accounting and Analysis. 3 Credits.**

Students will acquire the tools to understand and analyze information presented in corporate financial statements. Financial accounting results and projected results are utilized in virtually every segment of the business world. Knowledge of financial accounting and analysis is necessary for managers, investors, bankers, financial analysts, and professional accountants.

**Grading status:** Letter grade.

#### **BUSI 408. Corporate Finance. 3 Credits.**

Theoretical foundations of optimal financial policy. Problems and cases provide application of theory to financial decisions involving cash flow, capital structure, capital budgeting.

**Requisites:** Prerequisites, BUSI 101 and ECON 101.

**Grading status:** Letter grade.

#### **BUSI 409. Advanced Corporate Finance. 1.5 Credit.**

A follow-up course to BUSI 408 that goes more deeply into the theory and application of financial management. Emphasis is placed on investment, financing, and dividend decisions.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

#### **BUSI 409H. Advanced Corporate Finance. 1.5 Credit.**

A follow-up course to BUSI 408 that goes more deeply into the theory and application of financial management. Emphasis is placed on investment, financing, and dividend decisions.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

#### **BUSI 410. Business Analytics. 3 Credits.**

While witnessing an explosion of data, most organizations tend to be awash with data but short on information. This course exposes students to techniques that will help them impact on an organization's strategy, planning, and operations, working on applications spanning a number of fields, including operations management, finance, and marketing.

**Requisites:** Prerequisite, STOR 155.

**Grading status:** Letter grade.

**BUSI 411. Strategic Management at the Business Level. 1.5 Credit.**

Students analyze sources of competitive success in business organizations using case analysis and written reports to develop analytical reasoning skills for assessing forward looking opportunities for the company. The emphasis is on industry analysis and organizational analysis and the development and management of firm specific competencies for successful growth.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 3 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 412. Strategic Management in the Modern Corporation. 1.5 Credit.**

Students study the development of alternate forms of corporate-level diversification, with an emphasis on understanding the varied paths of corporate development. There is a focus on the challenges of integrating activities across diversified corporations and the tools to manage firms through the transitions that signal a change in strategy.

**Requisites:** Prerequisite, BUSI 411.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 3 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 463. Business and the Environment. 3 Credits.**

This course explores the intersection of business/economic growth and the major sustainability issues affecting the environment and societal well-being and raises questions about business ethics and the moral responsibility of business leaders, consumers, and citizens. Previously offered as ENEC 306.

**Gen Ed:** PH, CI.

**Grading status:** Letter grade

**Same as:** ENEC 463.

**BUSI 463H. Business and the Environment. 3 Credits.**

This course explores the intersection of business/economic growth and the major sustainability issues affecting the environment and societal well-being and raises questions about business ethics and the moral responsibility of business leaders, consumers, and citizens. Previously offered as ENEC 306.

**Gen Ed:** PH, CI.

**Grading status:** Letter grade

**Same as:** ENEC 463H.

**BUSI 490. Business Topics. 1.5 Credit.**

Varied topics in business administration.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 9 total credits. 6 total completions.

**Grading status:** Letter grade.

**BUSI 490H. Business Topics. 1.5 Credit.**

Varied topics in business administration.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 9 total credits. 6 total completions.

**Grading status:** Letter grade.

**BUSI 493. Business Internship Project I. 3 Credits.**

Permission of the department. With prior approval, a student may propose and complete an academic research project (paper and presentation) derived from an internship experience.

**Gen Ed:** EE- Academic Internship.

**Grading status:** Letter grade.

**BUSI 496. Independent Study in Business. 1.5-3 Credits.**

Permission of the department. Supervised individual study and research in the student's special field of interest.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 3 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 500. Entrepreneurship and Business Planning. 3 Credits.**

Students gain an understanding of entrepreneurship and the tools and skills necessary to conceive, plan, execute, and scale a successful new venture. Students develop business ventures in teams through an experiential pedagogy.

**Grading status:** Letter grade.

**BUSI 500H. Entrepreneurship and Business Planning. 3 Credits.**

Students gain an understanding of entrepreneurship and the tools and skills necessary to conceive, plan, execute, and scale a successful new venture. Students develop business ventures in teams through an experiential pedagogy.

**Grading status:** Letter grade.

**BUSI 501. Professional Selling Strategies and Skills. 3 Credits.**

Critical concepts and skills for selling products and services, and influencing others in business. Applicable to people considering sales or consulting as a career; to those thinking of starting an entrepreneurial company; or for those who want to understand how to influence peers, subordinates, and management.

**Requisites:** Prerequisite, BUSI 406.

**Grading status:** Letter grade.

**BUSI 502. Entrepreneurial Finance. 1.5 Credit.**

In this course students use financial tools and concepts in a real-world entrepreneurial setting. Working in assigned teams, students prepare a pitch book with financial projections for a company they wish to start or buy.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 503. Family Business I: Introduction to Family Enterprise. 1.5 Credit.**

Helps the student understand the evolutionary stages in the life of a family business and the challenges and opportunities that must be managed at each stage

**Grading status:** Letter grade.

**BUSI 504. Launching the Venture. 1.5 Credit.**

This is a cross-campus course for exceptional students, staff, and faculty, designed to help launch UNC-Chapel Hill start-ups. Only for students serious about launching in the next nine to 12 months. Admission by online application. More information at [www.launch.unc.edu](http://www.launch.unc.edu).

**Requisites:** Prerequisite, BUSI 500.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 6 total credits. 4 total completions.

**Grading status:** Letter grade.

**BUSI 505. Consulting to Entrepreneurial Firms. 3 Credits.**

Student teams engage in consulting projects to help a wide range of small business owners, early stage start-ups, and not-for-profit ventures tackle typical entrepreneurial challenges. Data is gathered through extensive fieldwork, such as client meetings, customer surveys, interviews with thought leaders, site visits, and product tests. Due to the heavy workload, students should not enroll in BUSI 505 and BUSI 554 concurrently.

**Gen Ed:** EE- Field Work.

**Grading status:** Letter grade.

**BUSI 506. Venture Capital and Start-Ups. 3 Credits.**

An introduction to the tools and skills necessary to recognize opportunities in high tech, biotech, and traditional start-ups. Local entrepreneurs come to class to pitch to students, who analyze the start-ups from the perspective of venture capitalists.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 507. Sustainable Business and Social Entrepreneurship. 3 Credits.**

Examines what it means to pursue business success as measured by the triple-bottom line of people, planet, and profit. Focuses on strategies that companies implement to reduce environmental impact internally and through the supply chain. Examines the responsibility of business to employees, consumers, the local community, and society at large.

**Grading status:** Letter grade.

**BUSI 507H. Sustainable Business and Social Entrepreneurship. 3 Credits.**

Examines what it means to pursue business success as measured by the triple-bottom line of people, planet, and profit. Focuses on strategies that companies implement to reduce environmental impact internally and through the supply chain. Examines the responsibility of business to employees, consumers, the local community, and society at large.

**Grading status:** Letter grade.

**BUSI 512. Family Business II: Governance and Ownership. 1.5 Credit.**

Recommended preparation, completion of BUSI 503. Helps the student understand specific ownership, stewardship, tax, transition, and wealth management issues that affect family enterprises.

**Grading status:** Letter grade.

**BUSI 514. STAR. 4.5 Credits.**

Student Teams Achieving Results (STAR) is a live management consulting project that leverages and integrates UNC Kenan-Flagler course curricula. Teams of five to seven M.B.A. and undergraduate students and one faculty member work with major corporations or not-for-profit entities to solve a major strategic issue.

**Requisites:** Pre- or corequisite, BUSI 554.

**Gen Ed:** EE- Field Work.

**Repeat rules:** May be repeated for credit. 9 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 514H. Star. 4.5 Credits.**

Student Teams Achieving Results (STAR) is a live management consulting project that leverages and integrates UNC Kenan-Flagler course curricula. Teams of five to seven M.B.A. and undergraduate students and one faculty member work with major corporations or not-for-profit entities to solve a major strategic issue.

**Requisites:** Pre- or corequisite, BUSI 554.

**Gen Ed:** EE- Field Work.

**Repeat rules:** May be repeated for credit. 9 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 517. Private Equity and Debt Markets. 1.5 Credit.**

The objective of this course is to examine the changing world of private equity investments today. This is a survey course and will help prepare you to work for private equity and venture capital funds or to work for investment banks.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 518. Applied Private Equity. 3 Credits.**

Permission of the instructor. Explores, at a very advanced level, all stages of the management of a venture capital and private equity fund, from capital formation, deal sourcing, due diligence, monitoring and adding value, and exiting of a portfolio company.

**Requisites:** Prerequisites, BUSI 502 and 517.

**Repeat rules:** May be repeated for credit. 9 total credits. 3 total completions.

**Grading status:** Letter grade.

**BUSI 518H. Applied Private Equity. 3 Credits.**

Permission of the instructor. Explores, at a very advanced level, all stages of the management of a venture capital and private equity fund, from capital formation, deal sourcing, due diligence, monitoring and adding value, and exiting of a portfolio company.

**Requisites:** Prerequisites, BUSI 502 and 517.

**Repeat rules:** May be repeated for credit. 9 total credits. 3 total completions.

**Grading status:** Letter grade.

**BUSI 519. STAR--Global. 4.5 Credits.**

A global, live management consulting project that integrates other curricula and students (UNC and beyond). Teams of graduate and undergraduate students and one faculty member work to solve a major strategic issue. Team members participate in a three-day training weekend, virtual teaming, and two weeks of in-country project work.

**Gen Ed:** EE- Field Work.

**Repeat rules:** May be repeated for credit. 9 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 519H. STAR--Global Business Projects. 4.5 Credits.**

A global, live management consulting project that integrates other curricula and students (UNC and beyond). Teams of graduate and undergraduate students and one faculty member work to solve a major strategic issue. Team members participate in a three-day training weekend, virtual teaming, and two weeks of in-country project work.

**Gen Ed:** EE- Field Work.

**Repeat rules:** May be repeated for credit. 9 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 520. Advanced Spreadsheet Modeling for Business. 3 Credits.**

Primarily an online class. Use critical thinking and advanced Excel features to create spreadsheet models of common business problems. Topics include flexible design, problem solving, statistical analysis, charting, logic, reference functions, financial analysis, organizing data for complex analysis, what-if analysis, enhanced decision-making tools, troubleshooting workbooks, and VBA.

**Grading status:** Letter grade.

**BUSI 524. Applied Improvisation for Business Communication. 3 Credits.**

Focuses on improving students' soft skills, such as presenting, expressiveness, and interviewing, by applying the principles and techniques of improvisational theater. Participants explore creativity, adaptation, awareness, self-confidence, risk taking, physicality, intuition, and teamwork. Students can stretch their abilities and discover things about themselves and others that are crucial to success.

**Grading status:** Letter grade.

**BUSI 525. Advanced Business Presentations. 1.5 Credit.**

This course is grounded in argument, persuasion, and visual rhetoric to give students skills needed to develop winning presentations. Students learn strategies to help their messages "stick" with their audiences and to develop slide decks for the boardroom and advanced media devices. The course emphasizes efficiency in presentation preparation.

**Requisites:** Prerequisite, BUSI 401.

**Grading status:** Letter grade.

**BUSI 526. Leadership in Action. 3 Credits.**

Permission of the department. Provides student leaders with practical leadership frameworks and tools; creates opportunities to apply these on the job as leaders; and provides individualized coaching, feedback, and mentoring. This is an applied learning course taught by a seasoned practitioner designed to accelerate each student's development and growth.

**Grading status:** Letter grade.

**BUSI 527. Gender Issues in the Workplace. 1.5 Credit.**

Gender is a relevant subject in all professions. Research shows that recruiting, developing, and keeping diverse employees, leaders, and managers can benefit individuals, organizations, and societies. Students will learn to think critically about gender and become informed leaders helping organizations and society to address gender topics.

**Grading status:** Letter grade.

**BUSI 528. Leadership Communication. 1.5 Credit.**

This course provides students opportunities to practice and develop communication skills that will help them make an impact on the job and further their careers. Students will work to improve interpersonal and presentation skills related to navigating difficult interpersonal challenges, resolving conflicts, tackling difficult discussion topics, giving and receiving feedback, communicating with respect in diverse environments, listening, and networking.

**Grading status:** Letter grade.

**BUSI 529. Intercultural Communication in the Global Workplace. 1.5 Credit.**

Developing patterns of respectful intercultural communication is an increasingly important goal for the growth of business across the globe. This class will examine interesting and problematic issues surrounding cross-cultural communication, help students understand the complexity and variety of cultures, and teach communication strategies for success in conducting business across diverse cultures.

**Grading status:** Letter grade.

**BUSI 532. Service Operations. 3 Credits.**

Studies key challenges in effective service delivery through the analysis of staffing and scheduling, customer waiting, and revenue management. Case studies illustrate examples of effective service design and delivery in various service industries including professional services, banking, health care, hospitality, and entertainment. A simulation project is used.

**Requisites:** Prerequisite, BUSI 403.

**Grading status:** Letter grade.

**BUSI 532H. Service Operations. 3 Credits.**

Studies key challenges in effective service delivery through the analysis of staffing and scheduling, customer waiting, and revenue management. Case studies illustrate examples of effective service design and delivery in various service industries including professional services, banking, health care, hospitality, and entertainment. A simulation project is used.

**Requisites:** Prerequisite, BUSI 403.

**Grading status:** Letter grade.

**BUSI 533. Supply Chain Management. 3 Credits.**

Analyzes the key drivers of supply chain performance including inventories, transportation, information technology, and sourcing. Studies strategies for supply chain coordination, and challenges and opportunities in global supply chains. A supply chain simulation is used.

**Requisites:** Prerequisite, BUSI 403.

**Grading status:** Letter grade.

**BUSI 533H. Supply Chain Management. 3 Credits.**

Analyzes the key drivers of supply chain performance including inventories, transportation, information technology, and sourcing. Studies strategies for supply chain coordination, and challenges and opportunities in global supply chains. A supply chain simulation is used.

**Requisites:** Prerequisite, BUSI 403.

**Grading status:** Letter grade.

**BUSI 534. Business Modeling with Excel. 3 Credits.**

Provides a broad scope of analytic experience across corporate functions that is beneficial in consulting environments. A student may not receive credit for this course after receiving credit for STOR 305.

**Grading status:** Letter grade.

**BUSI 536. Project Management. 1.5 Credit.**

Permission of the department. This course prepares students to take part in and lead projects effectively. The goal is to equip individuals across any career concentration rather than extend the expertise of project-management specialists. Students may not receive credit for both BUSI 536 and MBA 710.

**Requisites:** Prerequisite, BUSI 403.

**Grading status:** Letter grade.

**BUSI 537. Retail Operations. 1.5 Credit.**

Permission of the department. Examines developments in retailing and operations management principles applicable to these developments. Topics: consumer behavior, demand forecasting, logistics and distribution, store execution, international retailing, internet-based retailing, performance assessment, and impact on financial performance. Students may not receive credit for both BUSI 537 and MBA 708.

**Requisites:** Prerequisite, BUSI 403.

**Grading status:** Letter grade.

**BUSI 538. Sustainable Operations. 1.5 Credit.**

This course explores the link between sustainability and the operations function of a firm. The course focuses on the following activities: product and process design; manufacturing; transportation; logistics and distribution; closed-loop/after-sales operations such as recycling, remanufacturing, and reuse; supply chain management.

**Requisites:** Prerequisite, BUSI 403.

**Grading status:** Letter grade.

**BUSI 539. Health Care Operations. 1.5 Credit.**

Permission of the department. Students apply principles and tools of operations management to explore improvement opportunities in the design, delivery, and management of the health care value chain. The course examines the health care operation from the perspective of operations metrics such as cost, quality, time (access), and variety/customization.

**Requisites:** Prerequisite, BUSI 403.

**Grading status:** Letter grade.



**BUSI 545. Negotiations. 1.5 Credit.**

This course enables students to develop their expertise in managing negotiations. It integrates existing theory and research with personal experiences and ideas. Using hands-on exercises, readings, and lively discussions, students build and hone their ability to understand, adapt to, and evaluate the personal, social, and situational dynamics of negotiations.

**Requisites:** Prerequisite, BUSI 405.

**Grading status:** Letter grade.

**BUSI 546. Sport Marketing and Media. 1.5 Credit.**

This course provides an in-depth analysis of the effect of marketing and media on the sport industry. Key issues include the increasing growth of television and technological advances, changing consumer demographics and behaviors, and sponsorship relations. The course will be divided into three key areas: rights holders, media, and corporate sponsorship (brands).

**Grading status:** Letter grade.

**BUSI 547. Managerial Decision Making. 1.5 Credit.**

Behavioral economics provides an understanding of how people's decisions deviate from "optimal" choices and consequences of such deviations. This course will not only discuss when individuals make decisions that deviate from the predictions of economics, but also focus on the implications of these systematic decision biases for managers and policy makers.

**Requisites:** Prerequisite, BUSI 405.

**Grading status:** Letter grade.

**BUSI 554. Consulting Skills and Frameworks. 3 Credits.**

Permission of the instructor. The course is dedicated to teaching the core skills for success in consulting and business in general: teamwork, analysis, and presentations.

**Requisites:** Pre- or corequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 554H. Consulting Skills and Frameworks. 3 Credits.**

Permission of the instructor. The course is dedicated to teaching the core skills for success in consulting and business in general: teamwork, analysis, and presentations.

**Requisites:** Pre- or corequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 555. Groups and Teams in Organizations. 1.5 Credit.**

Examines the design, management, and leadership of teams in organizational settings. Focus is on the interpersonal processes and structural characteristics that influence the effectiveness of teams, individual behavior in face-to-face interactions, and the dynamics of interpersonal relationships.

**Requisites:** Prerequisite, BUSI 405.

**Grading status:** Letter grade.

**BUSI 558. Digital Marketing. 3 Credits.**

The main concepts of marketing are identifying market opportunity (3C analysis), setting the target strategy (STP analysis) and implementation via 4P strategies. This course will discuss online consumer behavior; internet marketing strategy; online and digital advertising; social media. It will focus on strategic perspective, rather than on technical details.

**Requisites:** Prerequisite, BUSI 406.

**Grading status:** Letter grade.

**BUSI 562. Consumer Behavior. 3 Credits.**

Review of conceptual models and empirical research in consumer behavior. Topics include decision processes, social and cultural influences, information processing, and ethical issues.

**Requisites:** Prerequisite, BUSI 406.

**Grading status:** Letter grade.

**BUSI 563. Retailing and Distribution Channels. 3 Credits.**

Examines the supply chain for retail businesses and management decision making in retailing.

**Requisites:** Prerequisite, BUSI 406.

**Grading status:** Letter grade.

**BUSI 564. New Product Development. 3 Credits.**

The course concentrates on the fuzzy front end of the innovation process, focusing on tools and techniques to uncover consumer insights (needs). The design thinking process is emphasized as part of a semester-long team project. Other topics explored include creativity, intellectual property basics, prototyping, and Innovation 2.0.

**Requisites:** Prerequisite, BUSI 406.

**Grading status:** Letter grade.

**BUSI 566. Marketing Strategy. 3 Credits.**

The objective of this course is to understand and practice the strategic decision-making process in a dynamic competitive environment. The course builds on the foundations of marketing, and is based on lectures, cases, and computer simulations.

**Requisites:** Prerequisite, BUSI 406.

**Grading status:** Letter grade.

**BUSI 568. Marketing Analysis and Decision Making. 3 Credits.**

Marketing analytics is a systematic approach to harnessing these data to drive effective marketing decision making. We will learn to analyze historical data, market research data, and competitive information for making strategic marketing decisions. This course will be extensively based on case analysis and hands-on exercises.

**Requisites:** Prerequisites, BUSI 406 and 410.

**Grading status:** Letter grade.

**BUSI 572. Business Taxation. 1.5 Credit.**

Permission of the department. Required in spring semester for senior B.S.B.A.s who are admitted to the Kenan-Flagler Master of Accounting Program. Provides students with an initial understanding of the basic framework of the United States income tax system as it applies to businesses.

**Requisites:** Prerequisite, BUSI 570.

**Grading status:** Letter grade.

**BUSI 580. Investments. 3 Credits.**

A survey of investment principles and practices. Emphasis is given to the problems of security analysis and portfolio management with special attention to the investment problems of the individual investor.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 580H. Investments. 3 Credits.**

A survey of investment principles and practices. Emphasis is given to the problems of security analysis and portfolio management with special attention to the investment problems of the individual investor.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 582. Mergers and Acquisitions. 3 Credits.**

Through lectures, case studies, and guest speakers, this course will cover all aspects of mergers and acquisitions from strategy to post-merger integration with an emphasis on valuation. Related activities such as hostile takeovers, private equity deals, and international acquisitions will also be discussed.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 582H. Mergers and Acquisitions. 3 Credits.**

Through lectures, case studies, and guest speakers, this course will cover all aspects of mergers and acquisitions from strategy to post-merger integration with an emphasis on valuation. Related activities such as hostile takeovers, private equity deals, and international acquisitions will also be discussed.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 583. Applied Investment Management. 3 Credits.**

Permission of the department. Year-long course. A live, student-managed investment fund with real dollars and fiduciary responsibility to the UNC Foundation. Emphasis is on the decisions that must be made by and/or for the ultimate investor and the analytic tools and empirical evidence that can help inform such decisions.

**Requisites:** Prerequisites, BUSI 407 and 408.

**Grading status:** Letter grade.

**BUSI 583H. Applied Investment Management. 3 Credits.**

Permission of the department. Year-long course. A live, student-managed investment fund with real dollars and fiduciary responsibility to the UNC Foundation. Emphasis is on the decisions that must be made by and/or for the ultimate investor and the analytic tools and empirical evidence that can help inform such decisions.

**Requisites:** Prerequisites, BUSI 407 and 408.

**Grading status:** Letter grade.

**BUSI 584. Financial Modeling. 3 Credits.**

Skill development in constructing financial models for analyzing problems with decisions faced by financial professionals. Analyzing historical performance, forecasting free cash flows, estimating discount rates, determining terminal value, identifying other sources of value, and interpreting results in a dynamic setting.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 585. Introduction to Real Estate. 3 Credits.**

An overview of residential and commercial real estate. This survey course examines 1) buying a house and constructing a portfolio of single-family rental houses, 2) commercial real estate product types, 3) amortization, cash flows, capital expenditures, cap rates, debt and equity, hurdle rates and taxes, 4) investment analysis, 5) acquisition, development, operation, and disposition, 6) real estate and contract law, and 7) the partnership negotiation process.

**Grading status:** Letter grade.

**BUSI 586. Personal Finance. 1.5 Credit.**

Introduces and broadens the concept of personal finance and increases understanding of the process of accumulating and protecting personal wealth. Students learn to identify and analyze risk and return relationships, understand investment alternatives and how strategies develop as life situations mature, and gain understanding of retirement planning and effectively transferring wealth.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 587. Investment Banking. 1.5 Credit.**

Permission of the instructor and confirmed offer of investment banking analyst internship or full-time job. This course prepares students for investment banking positions and internships. The focus of the class is on financial modeling, general knowledge of banking, and what it takes to succeed in the industry.

**Grading status:** Letter grade.

**BUSI 587H. Investment Banking. 1.5 Credit.**

Permission of the instructor and confirmed offer of investment banking analyst internship or full-time job. This course prepares students for investment banking positions and internships. The focus of the class is on financial modeling, general knowledge of banking, and what it takes to succeed in the industry.

**Grading status:** Letter grade.

**BUSI 588. Introduction to Derivative Securities and Risk Management. 1.5 Credit.**

Introduction to derivative securities instruments (options and futures) and applications in investments and corporate finance.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 588H. Introduction to Derivative Securities and Risk Management. 1.5 Credit.**

Introduction to derivative securities instruments (options and futures) and applications in investments and corporate finance.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 589. Fixed Income. 1.5 Credit.**

The course covers traditional bonds and term structure concepts as well as fixed income derivatives and interest rate modeling.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 589H. Fixed Income. 1.5 Credit.**

The course covers traditional bonds and term structure concepts as well as fixed income derivatives and interest rate modeling.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 590. Business Seminar. 3 Credits.**

Selected topics in business administration presented in seminar format with students engaged in individual and team study under the supervision of a member of the faculty.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 9 total credits. 3 total completions.

**Grading status:** Letter grade.

**BUSI 590H. Business Seminar. 3 Credits.**

Selected topics in business administration presented in seminar format with students engaged in individual and team study under the supervision of a member of the faculty.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 9 total credits. 3 total completions.

**Grading status:** Letter grade.

**BUSI 591. Behavioral Finance. 1.5 Credit.**

Completion of BUSI 409 recommended. An abundance of evidence suggests that the standard economic paradigm, "rational agents in an efficient market," does not adequately describe behavior in financial markets. This course will survey the evidence and use psychology to guide alternative theories of financial markets.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 591H. Behavioral Finance. 1.5 Credit.**

Completion of BUSI 409 recommended. An abundance of evidence suggests that the standard economic paradigm, "rational agents in an efficient market," does not adequately describe behavior in financial markets. This course will survey the evidence and use psychology to guide alternative theories of financial markets.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 592. Applied Private Equity: Real Estate. 3 Credits.**

Permission of the instructor. This course explores, at a very advanced level, all stages of the management of a real estate private equity fund: from capital formation, deal sourcing, due diligence, monitoring and adding value, and exiting of the fund's real estate holdings.

**Requisites:** Prerequisites, BUSI 408, BUSI 601 and 603.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 9 total credits. 3 total completions.

**Grading status:** Letter grade.

**BUSI 593. Business Internship Project II. 3 Credits.**

Permission of the department. This course provides students with a format for reflection while performing a professional internship that enhances their ability to achieve career objectives.

**Gen Ed:** EE- Academic Internship.

**Repeat rules:** May be repeated for credit. 6 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 598. Alternative Investments. 1.5 Credit.**

Permission of the instructor. Open to seniors only. Exposes students to the benefits, opportunities, and risks of incorporating alternative investments into managed institutional investment portfolios, including pension funds, endowments, and foundations.

**Requisites:** Prerequisites, BUSI 408, and 580 or 588.

**Grading status:** Letter grade.

**BUSI 600. Risk Management. 1.5 Credit.**

Permission of the instructor. Open to seniors only. Develops methods for applied analysis of financial and operational risk.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 601. Real Estate Finance. 1.5 Credit.**

This course will focus on the different ways to finance real property, and how different financing techniques impact the feasibility and investment benefits for equity investors.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 601H. Real Estate Finance. 1.5 Credit.**

This course will focus on the different ways to finance real property, and how different financing techniques impact the feasibility and investment benefits for equity investors.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 602. Strategic Economics. 1.5 Credit.**

This course focuses on decision making in the presence of strategic interaction. Students will apply game theory to yield insights into business decisions. Topics covered include pricing, entry, product market competition, first-mover advantage, capital budgeting, antitrust law, corporate governance, auctions, and mergers.

**Requisites:** Corequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 603. Real Estate Development. 1.5 Credit.**

This course is designed to introduce undergraduate students to the financial and economic analysis of real estate development. The course will focus on both the physical and financial dimensions of the real estate development process. The course considers multiple asset classes, and students learn to complete financial analysis of real estate development projects.

**Requisites:** Prerequisites, BUSI 408 and 585.

**Grading status:** Letter grade.

**BUSI 604. Real Estate and Capital Markets. 1.5 Credit.**

Introduces students to the capital markets for financing real estate assets. Topics include an overview of real estate as an asset class in the US economy, risk and return in real estate markets, the economics of discount and capitalization rates, the market for mortgage-backed securities (with a peek into the role that these instruments played in the recent financial crisis), and the valuation/analysis of Real Estate Investment Trusts (REITs).

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 604H. Real Estate and Capital Markets. 1.5 Credit.**

Introduces students to the capital markets for financing real estate assets. Topics include an overview of real estate as an asset class in the US economy, risk and return in real estate markets, the economics of discount and capitalization rates, the market for mortgage-backed securities (with a peek into the role that these instruments played in the recent financial crisis), and the valuation/analysis of Real Estate Investment Trusts (REITs).

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 606. Buyout Structures and Deals. 1.5 Credit.**

It improves students understanding of how private equity firms evaluate risk/reward, create value in LBO transactions, and explores the role of private equity in the financial markets and corporate boardroom. Students will develop a better understanding of the decisions private equity firms face; covering challenges in going-private and private-to-private transactions, use of leveraged finance for LBOs and dividend recapitalizations.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 607. Capital Markets: Institutions, Players, and Regulators. 1.5 Credit.**

It will cover the "plumbing" infrastructure that supports the investment management industry by providing a "nuts and bolts" examination of the interrelationships among market participants, their functions, and the rationale and mechanics of how information flows among investment entities. For students interested in a career in the investment industry.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 610. Global Environment of Business. 3 Credits.**

Issues in operating overseas, including analyses of differences in country settings, legal and economic systems, and governmental policies affecting foreign operations. Studies trade theory, country groupings, and financial issues; managing operations in foreign lands; exporting.

**Gen Ed:** GL.

**Grading status:** Letter grade.

**BUSI 611. International Development. 3 Credits.**

Poverty is part of life for most of the world's population, with half living on less than two dollars a day. Course focuses on understanding this from a business school perspective. Looks at institutional failures that contribute to persistent poverty and the multiple roles managers can play in reducing poverty.

**Gen Ed:** GL.

**Grading status:** Letter grade.

**BUSI 617. Global Marketing. 3 Credits.**

Examination of the problems involved in marketing products and services across national boundaries. Problem issues include culture, ideology, economics, technical standards, and currency movements.

**Requisites:** Prerequisite, BUSI 406.

**Gen Ed:** GL.

**Grading status:** Letter grade.

**BUSI 618. Global Financial Markets. 1.5 Credit.**

Develops the foundation for financial decisions in a global economic environment. Extends the analytical concepts and tools learned in introductory investment and corporate finance courses to multicountry/multicurrency settings. Covers three major areas: the economics of exchange rates, international money and capital markets, and international corporate finance.

**Requisites:** Prerequisite, BUSI 408.

**Grading status:** Letter grade.

**BUSI 623. Global Entrepreneurship I. 1.5 Credit.**

The course ranges from developing the creative mindset, ideation, development/manufacturing, marketing, selling, and managing. The course places heavy emphasis on doing and collaborating rather than listening passively: 1) dream: design process, 2) think: feasibility, 3) create: product development and manufacturing, and 4) tell: marketing. Restricted to GLOBE students.

**Grading status:** Letter grade.

**BUSI 624. GLOBE Entrepreneurship Immersion. 1.5 Credit.**

The immersion exposes students to the process of founding and funding new entrepreneurial ventures through direct experience with leaders in the field. It is divided between leaders who support the development of early stage entrepreneurial firms and those who capitalize these ventures in seed, venture capital, and private equity. We will be supplementing these visits with a number of events derived from Chicago Ideas Week.

**Grading status:** Letter grade.

**BUSI 650. Symposium Core Committee. 1.5-3 Credits.**

Permission of the instructor. Service on the B.S.B.A. Symposium Core Committee to plan, execute, and evaluate the annual event.

**Gen Ed:** EE- Field Work.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics; 6 total credits. 3 total completions.

**Grading status:** Letter grade.

**BUSI 653. Applied Learning: Symposium Core Committee. 1.5 Credit.**

Permission of the department. This course is by invitation only to students who previously served on the Undergraduate Business Symposium core committee. As senior advisors, students practice the leadership, organization, delegation, communication, and teamwork skills that they learn about in their other courses.

**Repeat rules:** May be repeated for credit. 3 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 688. Applied Derivatives. 1.5 Credit.**

This seminar style course develops a set of financial tools useful for trading primary and derivative securities with the goal of obtaining specific exposures in equity, fixed income, and commodity markets. The course examines methods for managing financial price risk of positions and how hedge funds use derivatives in practice.

**Requisites:** Prerequisites, BUSI 408 and 588.

**Repeat rules:** May be repeated for credit. 3 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 688H. Applied Derivatives. 1.5 Credit.**

This seminar style course develops a set of financial tools useful for trading primary and derivative securities with the goal of obtaining specific exposures in equity, fixed income, and commodity markets. The course examines methods for managing financial price risk of positions and how hedge funds use derivatives in practice.

**Requisites:** Prerequisites, BUSI 408 and 588.

**Repeat rules:** May be repeated for credit. 3 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 691H. Honors Research Proposal. 3 Credits.**

Permission of the department. Open to senior business administration majors with a minimum 3.5 grade point average in business courses. Students learn business research techniques and develop individual proposals for business research. Successful proposals may advance to honors thesis research and writing (BUSI 692H).

**Repeat rules:** May be repeated for credit. 6 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 692H. Honors Thesis. 3 Credits.**

Permission of the department. Open to senior business majors with a minimum 3.5 grade point average in business courses. Original investigation of a topic in business and preparation of a substantive research project under the direction of a faculty advisor. Written essay and oral presentation are required.

**Requisites:** Prerequisite, BUSI 691H.

**Gen Ed:** EE- Mentored Research.

**Grading status:** Letter grade.

## Graduate-level Courses

**BUSI 701. Artistic Entrepreneurship. 3 Credits.**

This course is a study in entrepreneurship and the specific challenges faced by artistic entrepreneurs.

**Grading status:** Letter grade.

**BUSI 702. Introduction to Social Entrepreneurship. 1-3 Credits.**

An overview of how entrepreneurship is transforming students' fields and disciplines and how the application of principles of entrepreneurship may be used to advance their professional objectives

**Grading status:** Letter grade.

**BUSI 703. Introduction to Commercial Entrepreneurship. 1-3 Credits.**

A cross-disciplinary curriculum that brings together the core field with the wide-ranging literature in entrepreneurship to seek new approaches to traditional problems.

**Grading status:** Letter grade.

**BUSI 704. Entrepreneurship Capstone. 1-3 Credits.**

Capstone project, business plan, or paper that links the work done in the certificate to the field it is intended to complement.

**Requisites:** Prerequisites, BUSI 701, 702, and 703.

**Grading status:** Letter grade.

**BUSI 705. Entrepreneurship Capstone Project. 1.5-3 Credits.**

This Graduate Certificate in Entrepreneurship capstone project is self-paced, and overseen by the faculty director of each track (life sciences, public health, and artistic).

**Grading status:** Letter grade.

**BUSI 801. Independent Study. 1-9 Credits.**

Independent study intends to extend a student's learning beyond the classroom or allows a student the opportunity to explore a topic not offered in a traditional format.

**Repeat rules:** May be repeated for credit.

**Grading status:** Letter grade.

**BUSI 808. Applied Research Methods I. 3 Credits.**

Addresses fundamentals of empirical social science research. Topics include framing a research question, comparing research designs, instrumentation, reliability, validity, and exploratory and confirmatory factor analysis. Emphasizes application and analysis.

**Grading status:** Letter grade.

**BUSI 809. Applied Research Methods II. 3 Credits.**

Continuation of BUSI 808. Topics include statistical control, categorical variables, interaction, curvilinear and similarity effects, longitudinal analysis, path analysis, structural equation modeling, and publication. Emphasizes application and analysis.

**Grading status:** Letter grade.

**BUSI 810. Empirical Operations. 3 Credits.**

Required preparation, working knowledge of probability, statistics, and regression. The course prepares students to perform academic research, and it will be conducted in a manner that simulates an academic research conference. The course will focus on empirical research approaches used in solving many classical problems in operations management.

**Grading status:** Letter grade.

**BUSI 830. Theory of Operations Management I. 3 Credits.**

Permission of the instructor. Rigorous study of traditional and modern issues, problems, and approaches in operations management.

**Grading status:** Letter grade.

**BUSI 831. Theory of Operations Management II. 3 Credits.**

A continuation of BUSI 830.

**Requisites:** Prerequisite, BUSI 830.

**Grading status:** Letter grade.

**BUSI 832. Theory of Operations Management III. 3 Credits.**

A continuation of BUSI 830.

**Requisites:** Prerequisite, BUSI 830.

**Grading status:** Letter grade.

**BUSI 837. Advanced Topics in Operations Management. 3 Credits.**

Permission of the instructor. Intensive study of a specific area in operations management.

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics.

**Grading status:** Letter grade.

**BUSI 838. Seminar in Operations Management. 3 Credits.**

Permission of the instructor. Intensive study of a specific area in operations management.

**Grading status:** Letter grade.

**BUSI 851. Individual Behavior in Organizations. 3 Credits.**

Analysis of individual behavior, adjustment, and effectiveness. Examination of attitudes, stress, problem solving, decision making, motivation, and personality. Applications to management of human resources.

**Grading status:** Letter grade.

**BUSI 852. Interpersonal and Intergroup Behavior in Business Organizations. 1-3 Credits.**

Intensive critical examination of interpersonal and intergroup behavior, including decision processes, communication, conflict, and conflict resolution in large organizations.

**Grading status:** Letter grade.

**BUSI 853. Macro Organizational Behavior. 3 Credits.**

Graduate standing in business administration required. Intensive study of theory and research in organizational structure, coordinating and control mechanisms, design parameters, and environments.

**Grading status:** Letter grade.

**BUSI 854. Organizational Design and Development. 3 Credits.**

The development of understanding and skills in changing and evolving organizational design, interpersonal relationships, and people to achieve organizational goals.

**Grading status:** Letter grade.

**BUSI 856. Seminar in Organizational Behavior. 3 Credits.**

Permission of the instructor. Intensive study of important current theory and research in organizational behavior.

**Grading status:** Letter grade.

**BUSI 857. Seminar in Human Resource Management. 3 Credits.**

Review the research literature on how firms are made more effective through their people. Coverage includes topics like recruitment, hiring, compensation, socialization, culture, and performance management.

**Grading status:** Letter grade.

**BUSI 858. Special Topics in Organizational Behavior. 3 Credits.**

BUSI 858 is a second doctoral course in organizational behavior, meant to be taken after completing BUSI 851: Individual Behavior in Organizations. While BUSI 851 gave an overview of many important topics in organizational behavior, the field is too broad to be covered, in depth, with a single class. The goal of this course is to introduce developing scholars to the history and current status of important topics in organizational behavior. This course is intended for developing scholars who intend to pursue academic careers.

**Repeat rules:** May be repeated for credit. 6 total credits. 2 total completions.

**Grading status:** Letter grade.

**BUSI 860. Seminar in Marketing I. 3 Credits.**

Permission of the instructor. Overview of current paradigms and research in marketing. Topics include philosophy of science, differing views of what marketing is, strengths and weaknesses of various research approaches, and career socialization issues.

**Grading status:** Letter grade.

**BUSI 861. Seminar in Marketing II. 3 Credits.**

Intensive study of the empirical and analytical literature involving problems in pricing, product development and management, advertising and promotion, distribution, and strategy.

**Requisites:** Prerequisite, BUSI 860.

**Grading status:** Letter grade.

**BUSI 862. Marketing Models. 3 Credits.**

This class covers a range of econometric principles and models of relevance to marketing. The emphasis will be on model formulation and estimation.

**Grading status:** Letter grade.

**BUSI 865. Seminar in Current Marketing Topics. 1 Credit.**

Permission of the instructor. Advanced research in marketing. A seminar to discuss current research of doctoral candidates, faculty, and invited guests.

**Grading status:** Letter grade.

**BUSI 867. Issues in the Design and Analysis of Research in Marketing. 3 Credits.**

Graduate standing in business administration required. A review of major issues in marketing, including philosophy of science, measurement, and experimental and quasi-experimental design.

**Grading status:** Letter grade.

**BUSI 868. Seminar in Marketing Research Methodology. 3 Credits.**

Permission of the instructor. An introduction to multivariate data analysis methods including factor analysis, cluster analysis, logic, discriminant analysis and multidimensional scaling.

**Grading status:** Letter grade.

**BUSI 876. Seminar in Research in Accounting. 1 Credit.**

Permission of the instructor. An informal seminar to discuss current research in accounting.

**Grading status:** Letter grade.

**BUSI 880. Financial Economics. 3 Credits.**

Permission of the instructor. Introduction to the theories of asset pricing.

**Grading status:** Letter grade.

**BUSI 881. Corporate Finance. 1-6 Credits.**

Introduction to corporate finance theory.

**Requisites:** Prerequisite, BUSI 880; Permission of the instructor for students lacking the prerequisite.

**Grading status:** Letter grade.

**BUSI 882. Empirical Corporate Finance. 3 Credits.**

Permission of the instructor. An introduction to the empirical corporate finance literature.

**Grading status:** Letter grade.

**BUSI 885. Seminar in Research in Finance. 1.5 Credit.**

Permission of the instructor. Advanced research in business finance and investment. An informal seminar to discuss current research of doctoral candidates, faculty, and others.

**Grading status:** Letter grade.

**BUSI 886. Introduction to Empirical Finance. 3 Credits.**

This course provides an introduction to the quantitative methods used in empirical asset pricing. Model specification and estimation issues are discussed at length. The course emphasizes both theoretical and practical research.

**Grading status:** Letter grade.

**BUSI 887. Quantitative Methods in Finance. 3 Credits.**

Permission of the instructor. Review of information generating and optimizing models and their applicability to decision making in finance.

**Grading status:** Letter grade.

**BUSI 888. Seminar in Financial Markets. 3 Credits.**

Permission of the instructor. Advanced methods in finance.

**Grading status:** Letter grade.

**BUSI 890. Strategic Management Overview. 3 Credits.**

A seminar to provide a broad and current understanding of strategic management. Exposure to the entire field is emphasized.

**Grading status:** Letter grade.

**BUSI 891. Strategic Formulation. 3 Credits.**

This seminar emphasizes both process and content issues to provide students with an in-depth understanding of strategy formulation topics.

**Requisites:** Prerequisite, BUSI 890.

**Grading status:** Letter grade.

**BUSI 892. Strategy Implementation. 3 Credits.**

This seminar focuses on strategy implementation, with particular emphasis devoted to the process, systems, and structures required for effective implementation.

**Requisites:** Prerequisites, BUSI 890 and 891.

**Grading status:** Letter grade.

**BUSI 899. Seminar. 1-6 Credits.**

Permission of the instructor. Individual research in a special field under direction of a member of the department

**Repeat rules:** May be repeated for credit; may be repeated in the same term for different topics.

**Grading status:** Letter grade.

**BUSI 899C. Seminar. 0.5-15 Credits.**

Individual research in a special field under direction of a member of the department.

**Grading status:** Letter grade.

**BUSI 992. Master's (Non-Thesis). 3 Credits.**

**BUSI 994. Doctoral Research and Dissertation. 3 Credits.**