KENAN-FLAGLER BUSINESS SCHOOL (GRAD)

UNC Kenan-Flagler Business School offers a number of graduate degree programs, including a STEM-designated master of business administration (M.B.A.), master of accounting (M.A.C.), and doctor of philosophy (Ph.D.).

Since 1919, UNC Kenan-Flagler has been educating the next generation of ambitious, principled, and collaborative leaders who are keenly focused on the bottom line as well as the greater good. Our outcomes-focused approach influences the way we teach — and the way you learn. We focus on the theory and the practice of business, so you graduate equipped with the leadership dexterity and real-world knowledge to succeed throughout your career.

UNC 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.

In and out of the classroom, through the curriculum we design, the experiences we provide, the collaborative culture we promote, the faculty we hire, and even the way we conduct ourselves as a member of our community, we are guided by our core values of integrity, inclusion, innovation, and impact.

Today, our graduates number more than 43,000. These high-achieving alumni live, work, and flourish in all states and 93 countries.

Financial Aid and Funding Opportunities

All admitted students to the UNC Kenan-Flagler Ph.D. program are offered five years of guaranteed financial support, including summers. Aid might last longer for exceptional students. Financial support is dependent upon a student remaining in good academic standing with satisfactory progress to degree completion. Funding may come in the form of research/teaching assistantships or teaching fellowships, health insurance coverage, and tuition and student fees coverage. Visit our funding website (https://www.kenan-flagler.unc.edu/programs/phd/ admission-requirements/funding/) for details.

All applicants to the UNC Kenan-Flagler M.B.A. program (full-time, evening executive, Charlotte executive, weekend executive, online) are considered for merit-based scholarship funding, which is offered for the duration of the program. Students may also apply for loan funding through Federal (U.S. citizens and permanent residents) and/or private sources.

Master of Business Administration (Full-Time M.B.A.)

UNC Kenan-Flagler's highly ranked, full-time master of business administration (M.B.A.) program provides exceptional students with the opportunity to develop outstanding business acumen, analytical skills and leadership savvy. The two-year program combines a semester of core coursework spread across two modules, which is designed to expose you to technical and analytical expertise, leadership concepts and decisionmaking frameworks. A substantial portion of the second semester of the first year and the entire second year is devoted to elective courses where you'll concentrate in areas specific to developing skills that align with your personal and professional interests. Throughout the program, you'll be exposed to diverse skills and personalities, learn to ask the right questions, work effectively with others and persuasively present ideas.

The core curriculum is complemented with a vast array of local and global experiential learning opportunities, including global coursework, such as a Global Immersion Electives (GIEs), and experiential opportunities such as our STAR consulting program.

The M.B.A. program is well recognized for shaping professionals who are equally adept at the technical aspects of business, centered on analytical and functional skills, and at effective leadership, including teamwork, collaboration and executional skills.

More program information, admissions requirements and application can be found on the program website (https://www.kenan-flagler.unc.edu/ programs/mba/full-time-mba/) or by contacting the M.B.A. Admissions Office (http://www.kenan-flagler.unc.edu/programs/mba/) by: phone (919) 962-3236; e-mail mba_info@unc.edu; or mail UNC Kenan-Flagler Business School, CB# 3490, McColl Building, The University of North Carolina at Chapel Hill, Chapel Hill, N.C. 27599-3490.

Master of Business Administration (Evening Executive M.B.A., Charlotte Executive M.B.A, and Weekend Executive M.B.A.)

UNC Kenan–Flagler offers three cohort-based programs for working professionals who value regular in-person learning experiences with peers and faculty and want to pursue their M.B.A. without interrupting their careers.

Through dynamic, face-to-face, team-based learning, you'll connect and collaborate with a diverse group of driven, experienced peers, strengthening your network and developing your leadership potential. The cohort model of these programs means you'll move through your M.B.A. together with the same group of classmates, sharing perspectives and expertise, problem solving as a team, and developing deep bonds. All three of our executive M.B.A. programs come together twice in the first year for Impact Weekends; these 3-day cross-program networking and immersive learning experiences focus on leadership and innovation topics relevant to mid-to-senior level professionals.

The Evening M.B.A. program (24 months) meets once a week for the first year, and one or two nights a week during the second year. The first year is focused on core coursework that will strengthen your strategic and tactical business skills. Core courses are designed to both cover theory and incorporate real-life situations — including your on-the-job business challenges. In the second year, you'll have access to many electives to customize your M.B.A. and target specific skills to achieve your career objectives. This program is best suited to professionals with at least two years of work experience who live and work in the Triangle area.

The Charlotte M.B.A. program (24 months) meets once a week for the first year at our executive campus in the heart of Charlotte, and one or two nights a week during the second year. The first year is focused on core coursework that will strengthen your strategic and tactical business skills, and incorporates Executive Friday lunches 3 times per term, where students hear from local leaders on relevant business topics. Core courses are designed to both cover theory and incorporate real-life situations — including your on-the-job business challenges. In the second year, you'll have access to many electives to customize your M.B.A. and target specific skills to achieve your career objectives. This program is

best suited to professionals with at least two years of work experience, with at least five preferred, who live and work in the Charlotte area.

The Weekend Executive M.B.A. program (21 months) meets every third weekend and offers an immersive, intensive learning environment. During the first year of the program, you'll complete core coursework that strengthens your business acumen and develops your leadership and team skills. The final 9 months of the program are focused on electives, which provide you with the opportunity to customize your academic program to suit your career objectives and interests, whether you're seeking to climb the corporate ladder, shift to a new career focus, or build a business. This program is well suited to professionals from around the country (and within North Carolina), and requires a minimum of five years of work experience.

More program information, admissions requirements, and application details can be found on the program website (https://www.kenan-flagler.unc.edu/programs/mba/weekend-executive-mba/) or by contacting the M.B.A. Admissions Office (http://www.kenan-flagler.unc.edu/programs/mba/) by: phone (919) 962-3236; e-mail mba_info@unc.edu; or mail UNC Kenan-Flagler Business School, CB# 3490, McColl Building, The University of North Carolina at Chapel Hill, Chapel Hill, N.C. 27599-3490.

Master of Business Administration (MBA@UNC-Online MBA)

MBA@UNC blends the flexibility of an online program with the rigor and quality of an on-campus experience, through the use of innovative technologies and immersive learning experiences. Weekly live classes are delivered online, offering you the ability to learn from world-class faculty and peers from anywhere you live and anywhere life takes you.

The program 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 apart. You'll participate in small, required, weekly class sessions, allowing you to foster strong connections and benefit from the perspectives of your peers and faculty, while completing asynchronous coursework on your own time. On average, students complete their degrees in two years, but may take up to three years to complete coursework.

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, you will customize your studies through extensive elective offerings, experiential opportunities, and required in-person Summit experiences, to ensure you've developed the skills you need to meet your goals.

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

More program information, admissions requirements and application details can be found on the program website (https:// onlinemba.unc.edu/) or by contacting the Admissions (http://www.kenanflagler.unc.edu/programs/mba/) Team: phone (888) 986-2622; email onlinemba@unc.edu (OnlineMBA@unc.edu); mail UNC Kenan-Flagler Business School, The University of North Carolina at Chapel Hill, 1210 Environ Way, Chapel Hill, N.C. 27517.

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/), UNC Kenan-Flagler Business School, 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.

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.

Professors

Sridhar Balasubramanian, Marketing Barry Bayus, Marketing Christopher Bingham, Strategy and Entrepreneurship Gregory W. Brown, Finance Norris Bruce, Marketing Robert Bushman, Accounting Michael Christian, Organizational Behavior Riccardo Colacito, Finance Jennifer S. Conrad, Finance Vinayak Deshpande, Operations Jeffrey Edwards, Organizational Behavior Mary Margaret Frank, Accounting Paolo Fulghieri, Finance Eric Ghysels, Finance Katrijn Gielens, Marketing Rajdeep Grewal, Marketing Isin Guler, Strategy and Entrepreneurship John R. M. Hand, Accounting David Hartzell, Finance David A. Hofmann, Organizational Behavior James H. Johnson Jr., Strategy and Entrepreneurship Saravanan Kesavan, Operations Camelia Kuhnen, Finance Eva Labro, Accounting Wayne Landsman, Accounting Mark Lang, Accounting Christian Lundblad, Finance William Maddux, Organizational Behavior Arvind Malhotra, Strategy and Entrepreneurship Edward Maydew, Accounting Adam Mersereau, Operations Marie Mitchell, Organizational Behavior Atul Nerkar, Strategy and Entrepreneurship Paige Ouimet, Finance Ali Parlakturk, Operations William P. Putsis, Marketing David Ravenscraft, Finance Adam Reed, Finance Jacob Sagi, Finance Albert Segars, Strategy and Entrepreneurship Anil Shivdasani, Finance Bradley Staats, Operations Jan-Benedict Steenkamp, Marketing Jayashankar M. Swaminathan, Operations Sriram Venkataraman, Marketing

Associate Professors

Jeffery Abarbanell, Accounting Sekou Bermiss, Strategy and Entrepreneurship Jesse Davis, Finance Sreedhari Desai, Organizational Behavior Seyed Emadi, Operations Alison Fragale, Organizational Behavior John Gallemore, Accounting Wendell Gilland, Operations Stephen Glaeser, Accounting Mustafa N. Gültekin, Finance Olga Hawn, Strategy and Entrepreneurship

Bradley Hendricks, Accounting

Jeffrey Hoopes, Accounting Shimul Melwani, Organizational Behavior Mathew Pearsall, Organizational Behavior Elad Sherf, Organizational Behavior Jana Smith Raedy, Accounting Elena Simintzi, Finance Nur Sunar, Operations

Assistant Professors

Aymeric Bellon, Finance Yasser Boualam, Finance Andrew Boysen, Strategy and Entrepreneurship Christine Choi, Strategy and Entrepreneurship Daniela De la Parra, Accounting Chloe Glaeser, Operations Abhinav Gupta, Finance Yunzhi Hu, Finance Kristopher Keller, Marketing Minkyung Kim, Marketing Ingrid Koch, Marketing Tim Kundro, Organizational Behavior Saman Lagzi, Operations Fei Long, Marketing Sajad Modaresi, Operations Timothy Ott, Strategy and Entrepreneurship Christopher Petsko, Organizational Behavior Franklin Qian, Finance Sandeep Rath, Operations Daniel Ringel, Marketing Gill Segal, Finance Donghwa Shin, Finance Laura Sonday, Organizational Behavior Sibel Sözüer, Marketing Andreas Stathopoulos, Finance Longxiu Tian, Marketing Audra Wormald, Strategy and Entrepreneurship Yuqian Xu, Operations

Clinical Professors

Tamara Barringer, Legal Studies Sharon Cannon, Management and Corporate Communication Larry Chavis, Strategy and Entrepreneurship Patricia Harms, Management and Corporate Communication Courtney Knoll, Accounting Claudia Kubowicz Malhotra, Marketing Michael Meredith, Management and Corporate Communication Mabel Miguel, Organizational Behavior Heidi Schultz, Management and Corporate Communication Chip Snively, Finance Judy Jones Tisdale, Management and Corporate Communication Patrick Vernon, Strategy and Entrepreneurship Ted Zoller, Strategy and Entrepreneurship

Clinical Associate Professors

Art Baker, Finance Lori Boyer, Management and Corporate Communication Jessica Siegel Christian, Organizational Behavior Travis Day, Strategy and Entrepreneurship Tim Flood, Management and Corporate Communication Paul Friga, Strategy and Entrepreneurship Melissa Geil, Management and Corporate Communication Jenna Haugen, Management and Corporate Communication Stephanie Mahin, Management and Corporate Communication

Arzu Ozoguz, Finance

Allison Schlobohm, Management and Corporate Communication

Clinical Assistant Professors

Alex Arapoglou, Finance Mike Beeler, Operations Ivonne Chirino-Klevans, Organizational Behavior Lynn Dikolli, Accounting Douglas Guthe, Finance Gregory Hohn, Management and Corporate Communication Margot Howard, Accounting Erin Long, Organizational Behavior Wayne McVeigh, Accounting Kelley O'Brien, Management and Corporate Communication Tanja Snively, Accounting Amanda Thompson, Finance Annie Williams, Marketing Kimberley Williams, Management and Corporate Communication Kristin Wilson, Strategy and Entrepreneurship Courtney Wright, Management and Corporate Communication Jacob Zijian Zeng, Operations

Professors of the Practice

Stephen Arbogast, Finance
Karin Cochran, Strategy and Entrepreneurship
Alex Dickey, Strategy and Entrepreneurship
Eric Maribojoc, Finance
Mark McNeilly, Marketing
Jeffrey Mittelstadt, Strategy and Entrepreneurship
Markus Saba, Marketing
Pramita Saha, Finance
James D. Spaeth, Finance

Adjunct, Practice, and Affiliated

https://www.kenan-flagler.unc.edu/faculty/adjunct-practice-affilated/

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).

Rules & Requirements

IDEAs in Action Gen Ed: COMMBEYOND. **Making Connections Gen Ed:** Cl. **Grading Status:** Letter grade.

BUSI 402. Applied Microeconomics for Business. 1.5 Credits.

The course emphasizes the application of economic analysis to solve a range of practical business problems that fall into one of these broad categories. The course makes regular use of mathematics (elements of algebra, geometry, and calculus), and includes a solution of optimization problems using Excel. Students may not receive credit for both BUSI 402 and ECON 410.

Rules & Requirements

Requisites: Prerequisite, ECON 101. **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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 404. Business Ethics. 1.5 Credits.

An examination of ethical issues that affect business.

Rules & Requirements 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.

Rules & Requirements

IDEAs in Action Gen Ed: FC-KNOWING. 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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 407. Financial Accounting. 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.

Rules & Requirements

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, and capital budgeting.

Rules & Requirements

Requisites: Prerequisite, ECON 101. **Grading Status:** Letter grade.

BUSI 409. Advanced Corporate Finance. 1.5 Credits.

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. Honors version available.

Rules & Requirements

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.

Rules & Requirements

Requisites: Prerequisite, STOR 155. **Grading Status:** Letter grade.

BUSI 411. Strategic Management at the Business Level. 1.5 Credits.

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 412. Strategic Management in the Modern Corporation. 1.5 Credits.

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.

Rules & Requirements

Requisites: Pre- or corequisite, BUSI 411. **Grading Status:** Letter grade.

BUSI 463. Corporate Environmental Stewardship. 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.

Rules & Requirements

IDEAs in Action Gen Ed: FC-GLOBAL <u>or</u> FC-VALUES. **Making Connections Gen Ed:** PH, CI, GL. **Requisites:** Prerequisite, ENEC 201. **Grading Status:** Letter grade. **Same as:** ENEC 463.

BUSI 470. Storytelling to Influence and Inspire. 1.5 Credits.

Whether communicating to a single person, a small team, a company, or the world, stories help you cut through information clutter to explain your brand, articulate your vision, inspire buy-in, offer hope, and sell ideas. Considering that, this course - through lecture, discussion, readings, workshops, thinking time, and practice - gives you the tools you need to be a confident storyteller in the workplace and thus influence and inspire most everyone in your professional sphere.

Rules & Requirements

Grading Status: Letter grade.

BUSI 488. Data Science in the Business World. 3 Credits.

Business and Computer Science students join forces in this course to create data-driven business insights. We transgress the data science pipeline using cloud computing, artificial intelligence, and real-world datasets. Students acquire hands-on skills in acquiring data, wrangling vast unstructured data, building advanced models, and telling compelling stories with data that managers can understand.

Rules & Requirements

Grading Status: Letter grade. Same as: COMP 488.

BUSI 490. Business Topics. 1.5 Credits.

Varied topics in business administration. Honors version available.

Rules & Requirements

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 II. 1.5-3 Credits.

This course provides students with a format for reflection while performing a professional internship that enhances their ability to achieve career objectives. Previously offered as BUSI 593. Permission of the department.

Rules & Requirements

IDEAs in Action Gen Ed: HI-INTERN. **Making Connections Gen Ed:** EE- Academic Internship. **Grading Status:** Letter grade.

BUSI 496. Independent Study in Business. 0.5-3 Credits.

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

Rules & Requirements

Repeat Rules: May be repeated for credit; may be repeated in the same term for different topics; 3 total credits. 6 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. Honors version available.

Rules & Requirements

Grading Status: Letter grade.

BUSI 501. Professional Selling Strategies and Skills. 1.5 Credits.

Critical concepts and skills for selling B2B 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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 502. Entrepreneurial Finance. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 503. Family Business I: Introduction to Family Enterprise. 1.5 Credits.

Addresses stages of a family enterprise and challenges/opportunities of each stage. Coursework synthesizes learning from core business subjects with practices common to successful family businesses. Focus is on developing management, governance, and family business leadership skills, with an emphasis on the importance of communication in the family; the creation of shared vision for the business; and alignment of family and business goals. The course includes live cases and student research on a family business.

Rules & Requirements

Grading Status: Letter grade.

BUSI 504. Startup UNC. 1.5 Credits.

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.

Rules & Requirements

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. Entrepreneurial Consulting. 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.

Rules & Requirements

IDEAs in Action Gen Ed: HI-PERFORM. **Making Connections Gen Ed:** EE- Field Work. **Grading Status:** Letter grade.

BUSI 506. Entrepreneurial Strategy: How to Think Like a Venture Capitalist. 3 Credits.

In this course, we tackle venture capital as a topic of strategy rather than finance. This course is complementary to entrepreneurial finance and private equity courses, as we will focus on "the story about the numbers" more than the numbers themselves. The goal of this course is to teach students how to recognize early stage startup opportunities, mitigate risk and assess feasibility. Real startup will come pitch to class, a la TV's Shark Tank.

Rules & Requirements

Grading Status: Letter grade.

BUSI 507. Sustainable Business and Social Enterprise. 3 Credits.

This course concentrates on sustainability in existing businesses of all sizes, rather than starting new entrepreneurial ventures. Students will learn how to apply full triple bottom line sustainability in many industries/ businesses and will explore how business fits into the sustainability landscape. Students develop skills using important innovation and sustainability frameworks (SASB, GRI, SDGs and more) that help identify profitable opportunities to simultaneously improve impact on society and the environment. Honors version available.

Rules & Requirements

Grading Status: Letter grade.

BUSI 508. Sustainable Business and Impact Entrepreneurship. 1.5 Credits.

Students develop skills to evaluate interactions between business and today's social, environmental, and economic challenges using the full triple bottom line. This course teaches sustainability frameworks (SASB, GRI, Circular Economy, U.N. Sustainable Development Goals, etc.) and strategies to go beyond reducing negative impacts and mitigating risk to identifying market opportunities for innovative solutions with positive impact. It focuses on simultaneously improving social and environmental impact, while driving profitability. Students can explore existing entrepreneurial ventures.

Rules & Requirements

Grading Status: Letter grade.

BUSI 509. Entrepreneurs Lab: Advanced Entrepreneurial Insight and Leadership. 3 Credits.

This course explores the key issues associated with the entrepreneurial career and the lessons of success and failure with a goal to reinforce a high-performance entrepreneurial mindset. The course is designed for students who are committed and currently engaged actively in pursuing an entrepreneurial career path, either during their program, immediately after graduation, or over the course of their early career. Application required. This is a required course for Adams Apprentices. Honors version available.

Rules & Requirements Grading Status: Letter grade.

BUSI 510. The Challenge of Healthcare: A System Overview. 1.5 Credits.

This course provides an overview of health care in the US from a business perspective. Students will be introduced to the structure and component parts of the health care system and will study basic economic issues, public policies, and market developments as they impact the industry and the delivery of care/services. The course covers the P's of healthcare-providers, payers, producers, and patients. Includes a mix of cases, articles and guest speakers.

Rules & Requirements

Grading Status: Letter grade.

BUSI 511. Regional Venture Capital Immersion. 1.5 Credits.

Application-based course. This course gives a selected group of undergraduate students the opportunity to study venture capital by traveling to two different entrepreneurial regions of the United States, Europe, and/or Asia, with the goal of understanding how this subclass of private equity plays an integral role in the commercialization of disruptive technologies.

Rules & Requirements

Requisites: Prerequisite, BUSI 506. **Repeat Rules:** May be repeated for credit. 3 total credits. 2 total completions.

Grading Status: Letter grade.

BUSI 512. Family Business II: Governance and Ownership. 1.5 Credits. This course is a continuation of BUSI 503 and will delve more deeply into specific governance and ownership considerations for familyowned firms. The purpose of this course is to prepare students to be more effective in their own family enterprise as a non-family executive in a family business, or as an advisor to a family business. This course outlines the specific ownership, stewardship, tax, and transition issues that affect family enterprises.

Rules & Requirements

Requisites: Prerequisite, BUSI 503. Grading Status: Letter grade.

BUSI 514. STAR - Experiential Learning Project. 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 notfor-profit entities to address a business challenge in strategy, marketing, operations etc. Offers deep exposure to an industry and company culture. Encourages skill development in teamwork, analysis, research, and executive presentations. Honors version available.

Rules & Requirements

Making Connections Gen Ed: EE- Field Work. Requisites: Pre- or corequisite, BUSI 554. 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 Credits.

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.

Rules & Requirements

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. Honors version available.

Rules & Requirements

Requisites: Prerequisites, BUSI 502 and 517. **Repeat Rules:** May be repeated for credit. 9 total credits. 3 total completions.

Grading Status: Letter grade.

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

Primarily online class. Students will use advanced features of Microsoft Excel to create efficient, flexible spreadsheet models of common and complex business problems. This is an extremely practical class in which skills learned can be put to immediate use in other classes, the workplace, and elsewhere. Topics: spreadsheet best practices, shortcuts and time-savers, flexible design, problem-solving, statistical analysis, charting, logic, reference functions, financial analysis, organizing data for complex analysis, what-if analysis, enhanced decision-making, and VBA.

Rules & Requirements

Grading Status: Letter grade.

BUSI 521. Design Thinking: The Innovation Process for Complex Problems. 3 Credits.

The class teaches real world innovation -- creativity, improvisation, and design thinking -- through experiential learning and iterative projectbased learning. Students will develop fluency in 21st century skills. These include storytelling, logo development, website design, video editing, audio and podcast editing, budgeting, postcard and flyer design, etc. In addition, students will discuss key innovations that will likely change their careers and lives: artificial intelligence, gene editing, autonomous vehicles, etc.

Rules & Requirements

Grading Status: Letter grade.

BUSI 522. Personal Branding and Professional Relationships. 1.5 Credits.

In this course, students will develop authentic personal brands, learn how to communicate their brands in service of building professional relationships, and create sustainable plans for managing and enjoying the relationships they build. By the end of the course, students should possess a growing list of promising professional contacts and feel confident when discussing themselves and their accomplishments with others.

Rules & Requirements Grading Status: Letter grade.

BUSI 523. Diversity and Inclusion at Work. 1.5 Credits.

Diversity and inclusion (D&I) is one of the most important topics of our time. Yet, increasing workplace diversity (and, most important, creating inclusion, belonging, and equity) is incredibly complex and challenging. In this class, you'll learn to: know what D&I programs work and don't; build inclusion, belonging, and equity (and not just diversity); implement D&I initiatives that make a difference; handle difficult conversations and conflict about and across difference; and generate open and honest dialogue.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 525. Advanced Business Presentations. 1.5 Credits.

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.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 527. Gender at Work. 1.5 Credits.

Taylor Swift's sexual assault lawsuit, the infamous Google memo, workplace harassment, paid paternity leave (Mark Zuckerberg took off 4 weeks!): Our era has been marked by a #MeToo ripple effect. Gender topics impact every employee, organization, and industry. You will explore these timely and tricky topics and understand how and why they affect you, teams, and organizations. Topics include gender facts, myths, perceptions, stereotypes, recruiting, hiring, pay gaps, current topics, problems, and solutions.

Rules & Requirements

Grading Status: Letter grade.

BUSI 528. Leadership Communication. 1.5 Credits.

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 529. Intercultural Communication in the Global Workplace. 1.5 Credits.

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 530. Corporate Communication: Social Advocacy and Activism. 1.5 Credits.

This course examines concepts of civility, virtue signaling, and corporate legitimacy. Throughout the course, students are presented with cases, concepts, and ideas of why a corporation may choose to participate in social good as an advocate/activist for a social and/or political cause. Similarly, students learn applied strategies to become communicators of corporate change in their fields and organizations.

Rules & Requirements

Grading Status: Letter grade.

BUSI 532. Healthcare and Service Operations Management. 3 Credits. This course will teach you how to design, manage, and improve the performance of service organizations through a structured analysis of firm operations. You will learn strategic analysis and operational decision-making for service firms. You will also learn how to effectively leverage data and analytics towards improved operating performance and customer satisfaction. This course will cover case studies from healthcare, e-commerce, hospitality, transportation, and online marketplaces. Honors version available.

Rules & Requirements

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. Honors version available.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 536. Project Management. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 403. **Grading Status:** Letter grade.

BUSI 537. Retail Operations. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 403. **Grading Status:** Letter grade.

BUSI 538. Sustainable Operations. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 403. **Grading Status:** Letter grade.

BUSI 539. Health Care Operations. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 403. **Grading Status:** Letter grade.

BUSI 545. Negotiations. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 405. **Grading Status:** Letter grade.

BUSI 546. Sport Marketing and Media. 1.5 Credits.

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).

Rules & Requirements

Grading Status: Letter grade.

BUSI 547. Managerial Decision Making. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 405. **Grading Status:** Letter grade.

BUSI 548. Financing Affordable Housing. 1.5 Credits.

Housing affordability is a pressing issue with widespread implications. This course delves into the history and dynamics of U.S. housing markets, exploring the factors behind declining affordability. Students also study the affordable housing sector's evolution, with a focus on financing rental and for-sale properties. Topics encompass financial analysis, rent and income limits, project capitalization, low-income housing tax credits (LIHTC), equity sources, gap funding, and strategies for bolstering affordable housing supply.

Rules & Requirements

Requisites: Pre- or corequisites, BUSI 408 and BUSI 585. **Grading Status:** Letter grade.

BUSI 550. People Analytics. 1.5 Credits.

This course introduces students to major topics in People Analytics and how using a data-driven human capital strategy can improve organizational performance (e.g., revenue, stock price, customer satisfaction, retention, etc.) and sustain competitive advantage. In this course students will exercise critical thinking skills by analyzing how managers apply human capital strategies in practice. Development of skills in problem solving, creative thinking, written and oral communication, are the main objectives of this course.

Rules & Requirements

Grading Status: Letter grade.

BUSI 552. Strategic Innovation. 1.5 Credits.

This course is designed for undergraduate business students interested in innovation and entrepreneurship inside established firms. It focuses on the art of bringing novel ideas and products to market while working inside a company. This course will help you understand the barriers to innovation inside existing firms, learn the tools and techniques for overcoming these, and develop an entrepreneurial mindset.

Rules & Requirements

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. Honors version available.

Rules & Requirements

Requisites: Pre- or corequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 555. Groups and Teams in Organizations. 1.5 Credits.

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.

Rules & Requirements

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 406. **Grading Status:** Letter grade.

BUSI 562. Consumer Behavior. 3 Credits.

A business's success relies on fulfilling its consumers' wants and needs, but how does a business effectively do this? This course blends theory with practice to explore how consumers' information processing, decision making, and purchase decisions are influenced by such factors as their values, psychological motivations, and social and cultural forces. In doing so, a deeper understanding of how to target and reach consumers, as well as how to influence their behavior is learned.

Rules & Requirements

Grading Status: Letter grade.

BUSI 563. Retail & E-tail Marketing. 1.5 Credits.

E-commerce puts severe pressure on both brand manufacturers and retailers. Brick and mortar players are expanding online operations, while online retailers are going physical. In the face of this complexity, it is important to take stock of current knowledge, based on insights and experience from leading practitioners and researchers in the field. This course sheds light on the strategic and tactical issues that comprise the state of the art in retailing.

Rules & Requirements Grading Status: Letter grade.

BUSI 564. Design Thinking and Product Development. 3 Credits.

Traditional marketing research (focus groups, surveys) is being complemented by design thinking and Web 2.0 approaches. This course will introduce several tools and techniques that are used in the design thinking process (empathy, define, ideate, prototype, test). A sampling of topics includes: creativity and brainstorming, empathy maps, personas, journey mapping, mind mapping, prototyping, storyboarding, intellectual property basics, and open innovation (crowdsourcing/crowdfunding). Key concepts will be learned via several in and out of class hands-on exercises.

Rules & Requirements

Grading Status: Letter grade.

BUSI 565. Market Research. 3 Credits.

An introduction to research methodology with emphasis on the compilation, analysis, and interpretation of data used in the planning and control of marketing operations.

Rules & Requirements

Requisites: Prerequisite, BUSI 406. **Grading Status:** Letter grade.

BUSI 566. Marketing Strategy: Sustainable Competitive Advantage in Dynamic Environments. 3 Credits.

This course addresses all aspects of a firm's overall strategy, from market selection to prioritization to marketing tactics. The flow of the course mirrors the strategic and tactical development processes that are used in practice with companies today. Choice of Markets; Choice of Customers and Discovery of Deep-Seated Customer Needs; and, on the Ground Strategic Execution. Course material will be reinforced through a courselong group project that requires integration and application of course principles.

Rules & Requirements

Requisites: Prerequisite, BUSI 406. **Grading Status:** Letter grade.

BUSI 567. Customer Journeys. 3 Credits.

This course covers state-of-art tactics, concepts, and tools of customer lifecycle marketing, which is the business process of (1) selecting customers that a firm can most profitably serve, and (2) shaping interactions between a company and these customers. This customer journeys framework consists of the design, implementation, and analysis of strategic initiatives including identifying and undertaking profitable customer acquisition; understanding the drivers of attrition and retention; and data-driven attribution of marketing actions and product decisions.

Rules & Requirements

Requisites: Prerequisite, STOR 155. Grading Status: Letter grade.

BUSI 568. Customer Insights and Analytics. 1.5 Credits.

Over the last 20-30 years, the way information and data have been collected and analyzed has undergone a substantial transformation. Firms have adopted marketing methods that are grounded in economic theory and utilize detailed data on customer transactions to generate insights into how customers behave. This course will provide students with a basic understanding of how to use data to understand customer behavior, and how these insights can be used to make managerially relevant decisions.

Rules & Requirements

Requisites: Prerequisite, MATH 152, STOR 113, or STOR 155. **Grading Status:** Letter grade.

BUSI 571. Strategic Cost Analysis and Performance Management. 1.5 Credits.

The objective of the course is to develop an understanding of the powerful role of strategic cost analysis and performance measurement in supporting decision-making, performance management and incentive alignment in a timely, efficient and effective manner. The course is intended as an introduction for individuals who will make business decisions, evaluate business units, and evaluate others through the use of cost and performance measurement systems.

Rules & Requirements

Grading Status: Letter grade.

BUSI 574. Taxes and Business Strategy. 3 Credits.

This course covers high-level topics related to tax planning that are relevant to future CEOs, CFOs, investment bankers, equity analysts, and marketing consultants. In this course, students will understand how taxes interact with other fields such as finance, accounting, law, marketing, human resources and compensation, operation management, risk management, etc.

Rules & Requirements

Requisites: Prerequisite, BUSI 407. **Grading Status:** Letter grade.

BUSI 575. Financial Statement Analysis and Valuation. 1.5 Credits.

This course teaches students how to analyze financial statements so they will better understand firms' business decisions and strategies, sensibly forecast firms' financial statements, and sensibly value firms' equity. Using practical and interactive cases, plus mini-lectures, the goals are to teach students to: appreciate accruals and deferrals in accrual accounting vs. cash accounting; analyze earnings management, firm financial performance, revenues, expenses, assets, liabilities and equity.

Rules & Requirements

Requisites: Prerequisites, BUSI 407 and 408. **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. Honors version available.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 581. Financial Modeling for Leveraged Buyout Transactions. 1.5 Credits.

This course teaches students how to weave their forecasts into coherent spreadsheet-based, pro-forma financials. The main goal of this course is to illustrate how a practitioner would analyze a leveraged buyout. Students will construct their own LBO model in Excel and, by the end of the course, should feel comfortable assessing a company and determining if it is a viable LBO candidate.

Rules & Requirements

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. Honors version available.

Rules & Requirements

Requisites: Corequisite, 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. Honors version available.

Rules & Requirements

IDEAs in Action Gen Ed: HI-PERFORM. **Requisites:** Prerequisites, BUSI 407 and 408. **Repeat Rules:** May be repeated for credit. 6 total credits. 2 total completions.

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.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 586. Personal Finance. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 587. Investment Banking. 1.5 Credits.

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. Permission of the instructor and confirmed offer of investment banking analyst internship or full-time job. Honors version available.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 588. Introduction to Derivative Securities and Risk Management. 1.5 Credits.

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

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 589. Fixed Income. 1.5 Credits.

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

Rules & Requirements

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. Honors version available.

Rules & Requirements

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 Credits.

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. Honors version available.

Rules & Requirements

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.

Rules & Requirements

IDEAs in Action Gen Ed: HI-PERFORM. **Requisites:** Prerequisites, BUSI 408, BUSI 601 and 603. **Repeat Rules:** May be repeated for credit. 9 total credits. 3 total completions.

Grading Status: Letter grade.

BUSI 597. Sustainable Finance. 1.5 Credits.

The transition toward a sustainable and inclusive economy faces multiple challenges with economic, environmental, and social implications. This introductory course explores how finance interacts with sustainability issues and its leading role in such transition. We will cover key economic and financial concepts and develop relevant knowledge and critical thinking on topics such as: Environmental, Social, and Governance (ESG) investing; the financing of sustainable projects; real and financial implications of climate risk.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 598. Alternative Investments. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisites, BUSI 408, and 580 or 588. Grading Status: Letter grade.

BUSI 600. Risk Management. 1.5 Credits.

Develops methods for applied analysis of financial and operational risk. The course covers statistical methods of risk measurement such as value-at-risk. In addition, the course covers methods for designing and evaluating risk management procedures at both financial and nonfinancial companies. The course includes several guest lectures from senior managers.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 601. Real Estate Finance. 1.5 Credits.

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. Honors version available.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 602. Strategic Economics. 1.5 Credits.

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 603. Real Estate Development. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 408;Corequisite, BUSI 585. Grading Status: Letter grade.

BUSI 604. Real Estate and Capital Markets. 1.5 Credits.

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). Honors version available.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 605. Real Estate Capstone. 3 Credits.

Case-based course covering a broad range of real estate issues. The cases studied focus on investment decisions made by practitioners in the industry, and will include investment feasibility and valuation, financing projects, leasing, development, individual and private equity structures, etc. This course is designed to allow students to utilize all prior real estate coursework in a practical manner. Offered to seniors completing the real estate minor or BSBA area of emphasis.

Rules & Requirements

Requisites: Prerequisites, BUSI 601, 603, and 604; Pre- or corequisites, BUSI 408 and 585.

Grading Status: Letter grade.

BUSI 606. Buyout Structures and Deals. 1.5 Credits.

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-toprivate transactions, use of leveraged finance for LBOs and dividend recapitalizations.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 607. Inside the Capital Markets - Institutions, Players and Regulators. 1.5 Credits.

This course provides a broad overview of the U.S. and global capital markets. It explores how the markets work, market participants (e.g. mutual funds, hedge funds, investment banks, and venture capital funds), and the infrastructure that supports the industry. Students will follow a "day in the life" of a trade and gain an understanding of the various systems and investment roles and responsibilities. The course will also provide an overview of investing in foreign markets.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 608. Introduction to FinTech - Blockchain Technologies and Cryptocurrencies. 1.5 Credits.

This course is an introduction to FinTech, helping students to understand recent advances in blockchain technologies and cryptocurrencies. Topics include: Bitcoin and blockchain, Ethereum and smart contracts, fork, initial coin offerings (ICOs), cryptocurrency trading, blockchain industries, issues in the cryptocurrency market (e.g. market manipulation and regulations), and decentralized finance and the future of finance. Recommended preparation, BUSI 408.

Rules & Requirements

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.

Rules & Requirements

Making Connections 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.

Rules & Requirements

Making Connections 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.

Rules & Requirements

Making Connections Gen Ed: GL. Requisites: Prerequisite, BUSI 406. Grading Status: Letter grade.

BUSI 618. Global Financial Markets. 1.5 Credits.

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.

Rules & Requirements

Requisites: Prerequisite, BUSI 408. **Grading Status:** Letter grade.

BUSI 625. Global Healthcare Management. 1.5 Credits.

This course will provide students with an overview of numerous global healthcare topics. Students will learn about macro global healthcare issues, country-specific healthcare systems, healthcare interdependencies between regions and countries, global healthcare business strategies and solutions. The course will examine innovative global business models focused on analyzing the cost, access, and quality of healthcare around the globe.

Rules & Requirements

Grading Status: Letter grade.

BUSI 626. Introduction to Healthcare Management. 1.5 Credits. An overview of the dynamics of leading/managing a modern-day hospital/health system and of the US healthcare system including its characteristics/dynamics, structure and operation, how it has evolved over time, and how it may further evolve. It engages students in examining the major economic, political, technological, and social trends driving the US healthcare system, and the implications of those trends in the strategic leadership and operational management of hospitals/health systems.

Rules & Requirements

Grading Status: Letter grade.

BUSI 627. Healthcare Brand Plan. 1.5 Credits.

Students interested in the business of health will learn to create brand plans in the healthcare industry. Students will learn brand plan principles and concepts as they examine best practices from pharmaceutical brands. The course concludes with the development and presentation of a brand plan for a healthcare company, affording the opportunity to interact with industry. This course is ideal for students who aspire to be brand managers and marketing directors in the healthcare industry.

Rules & Requirements

Grading Status: Letter grade.

BUSI 653. Applied Learning: Symposium Core Committee. 1.5 Credits. 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.

Rules & Requirements

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

Grading Status: Letter grade.

BUSI 688. Applied Trading Strategies. 1.5 Credits.

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. Honors version available.

Rules & Requirements

Requisites: Prerequisites, BUSI 408 and 588. 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).

Rules & Requirements

IDEAs in Action Gen Ed: RESEARCH. **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.

Rules & Requirements

IDEAs in Action Gen Ed: RESEARCH. **Making Connections Gen Ed:** EE- Mentored Research. **Requisites:** Prerequisite, BUSI 691H. **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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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 selfpaced, and overseen by the faculty director of each track (life sciences, public health, and artistic).

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 831. Theory of Operations Management II. 3 Credits. A continuation of BUSI 830.

Rules & Requirements

Requisites: Prerequisite, BUSI 830. **Grading Status:** Letter grade.

BUSI 832. Theory of Operations Management III. 3 Credits. A continuation of BUSI 830.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 851. Individual Behavior in Organizations. 1-3 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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements 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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 865. Seminar in Current Marketing Topics. 1 Credits.

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

Rules & Requirements

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 guasi-experimental design.

Rules & Requirements

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.

Rules & Requirements Grading Status: Letter grade.

BUSI 876. Seminar in Research in Accounting. 1 Credits.

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

Rules & Requirements

Grading Status: Letter grade.

BUSI 880. Financial Economics. 3 Credits. Permission of the instructor. Introduction to the theories of asset pricing.

Rules & Requirements Grading Status: Letter grade.

BUSI 881. Corporate Finance. 1-6 Credits. Introduction to corporate finance theory.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 885. Seminar in Research in Finance. 1.5 Credits.

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

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

Grading Status: Letter grade.

BUSI 888. Seminar in Financial Markets. 3 Credits. Permission of the instructor. Advanced methods in finance.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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.

Rules & Requirements

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

Rules & Requirements

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.

Rules & Requirements Grading Status: Letter grade.

BUSI 992. Master's (Non-Thesis). 3 Credits. Rules & Requirements Repeat Rules: May be repeated for credit.

BUSI 994. Doctoral Research and Dissertation. 3 Credits. Rules & Requirements Repeat Rules: May be repeated for credit.

Contact Information

Kenan-Flagler Business School

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

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