

# BADM - BUSINESS ADMINISTRATION

BADM Class Schedule (<https://courses.illinois.edu/schedule/DEFAULT/DEFAULT/BADM/>)

## Courses

BADM 199 Undergraduate Open Seminar credit: 1 to 5 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/199/>)

May be repeated.

BADM 205 Business Location Decisions credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/205/>)

Same as GGIS 205. See GGIS 205.

BADM 210 Business Analytics I credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/210/>)

An introduction to basic knowledge of statistics, distributions, and linear regressions in a business setting. Students will be able to perform and understand the use of basic statistical methods in generating inferences and modeling including hypothesis testing and multivariate regression. The course will introduce the concepts of a data life cycle, data visualization, and data summarization. Students will learn how to identify, describe and frame business opportunities through evidence-based storytelling and hands-on learning using spreadsheets and data visualization tools.

BADM 211 Business Analytics II credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/211/>)

Builds on the foundation from the Business Analytics I (BADM 210), synthesizes concepts through hands-on application and project-based learning. Focuses on data acquisition, organization, analysis and visualization in a business setting. Expanding on the use of statistics in generating basic inferences to predictive modeling. Identify opportunities for improving business decisions using data, conduct relevant analysis of the gathered and cleaned data, and finally, interpret and present analysis outcomes to decision makers. Using statistical tools and software applications to identify business problems, acquire relevant data, and generate analytic solutions using advanced analytics techniques and tools for generating insights. Introduces the students to analyzing, learning, and prediction using advanced analytics techniques and tools for generating business insights. This course will provide a practical introduction to various techniques regarding clustering, text mining, classification and decision trees, and time series analysis. Finally, the course will introduce advanced and emerging topics in predictive analytics. Prerequisite: BADM 210; CS 105 or equivalent.

BADM 261 Technology & Mgmt Seminar credit: 1 Hour. (<https://courses.illinois.edu/schedule/terms/BADM/261/>)

Current topics in technology and management presented by senior executives from a wide range of industries. Executives discuss challenges they confront and approaches taken in execution of their respective businesses. Format encourages dialogue and discussions between executives and students. Same as ENG 261. Credit is not given toward technical electives in the College of Engineering nor business electives in the College of Business, nor toward the T&M Minor.

BADM 275 Fundamentals of Operations Management credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/275/>)

Operations Management is about developing, producing, and delivering goods and services that meet and exceed customer expectations. In this course, students will be introduced to decision making frameworks and techniques for effectively and efficiently managing operations through coordinated efforts across different organizations in a supply chain and across multiple areas within an organization. These multiple areas could be consumer analytics, research and development, finance, engineering, marketing, human resource management, sourcing, information systems, logistics, and accounting.

BADM 300 The Legal Environment of Bus credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/300/>)

Introduction to law and the legal system, litigation, contracts, business organizations, intellectual property, employment law and governmental regulation of business.

BADM 303 Principles of Public Policy credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/303/>)

Same as ACCY 321, ACE 321, and PS 321. See PS 321.

BADM 310 Mgmt and Organizational Beh credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/310/>)

General analysis of management and organizational behavior from a systems point of view, including classical organizational theory and management, organizational behavior, and management science; environmental forces; planning, organizing, and control processes; motivation, incentives, leadership, communication, and interpersonal relations; and discussion of production and decision-making and mathematical models.

BADM 311 Leading Individuals and Teams credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/311/>)

Understanding the behavior of employees in work organizations; particular attention to the motivation of individuals to join and perform in organizations and to employee satisfaction with elements of the work environment; and emphasis on various management strategies to modify employee motivation and satisfaction. Prerequisite: BADM 310.

BADM 312 Designing and Managing Orgs credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/312/>)

Understanding of complex organizations; particular attention to ways of dividing work, achieving coordination, and issues connected with change and adaptation. Prerequisite: BADM 310.

BADM 313 Strategic Human Resource Management credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/313/>)

Studies concepts and methods used by the staff personnel unit in building and maintaining an effective work force in an industrial organization; development of ability to design the personnel subsystem within the firm and to deal effectively with problems encountered in such areas as recruitment, selection, training, and wage and salary administration; and considerable emphasis on case analysis, role playing, and research. Prerequisite: BADM 310.

**BADM 314 Leading Negotiations** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/314/>)  
Aims to advance students' ability to negotiate formal and informal business agreements and resolve conflicts effectively. Because leaders depend on others to accomplish goals, leaders need to be skilled negotiators to generate solution that are acceptable, valuable, and able to be implemented. Students will engage in a series of negotiations that provide practice and impart a framework for planning for, conducting, and analyzing negotiations. Restricted to College of Business students and Business Minor students. Restricted to students with Junior or Senior class standing.

**BADM 320 Principles of Marketing** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/320/>)  
Emphasizes the concepts of planning, organization, control, and decision making as they are applied in the management of the marketing function. Provides an overview of aspects of the marketing discipline.

**BADM 321 Principles of Retailing** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/321/>)  
Gives a general analysis of the structure of retailing emphasizing the retailing environment and operating efficiencies; includes patronage behavior, merchandise control, pricing, promotion, location, and vendor relations; and gives special attention to emerging trends in retailing. Prerequisite: BADM 320.

**BADM 322 Marketing Research** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/322/>)  
Focuses on the techniques and methods of marketing research; emphasizes primarily survey research and experimental design; and offers students the opportunity to apply techniques to real-world situations. Additional fees may apply. See Class Schedule. Prerequisite: BADM 320.

**BADM 323 Marketing Communications** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/323/>)  
Introduces the student to the topic of marketing communications and promotion management. Topics covered include: advertising, sales promotion, point-of-purchase communications, interactive marketing, and event sponsorships. Prerequisite: BADM 320.

**BADM 324 Purchasing and Supply Mgmt** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/324/>)  
Examines the analysis, planning, and forms of organization that are associated with the buying functions in business. Major focus on the principal issues involved in the procurement of raw materials, components, equipment, operating supplies, and services. Also treats the unique aspects of institutional and government purchasing. Case problems constitute a major vehicle of instruction. Prerequisite: Credit or concurrent enrollment in BADM 320.

**BADM 325 Consumer Behavior** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/325/>)  
Studies the factors affecting customer behavior in household and organizational markets and their relevance for marketing management planning and analysis; provides an overview of explanations of consumption differences anchored in socioeconomic, demographic, cultural, and psychological processes; and surveys buyer decision-making processes and their implications for marketing strategy. Prerequisite: BADM 320.

**BADM 326 Pricing Strategy** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/326/>)  
The role of pricing in contemporary marketing and major pricing decisions facing the firm; theoretical, economic, and practical methods and models for setting prices; pricing new products, initiating price changes, and responding to competitive pricing; the relationship of pricing objectives and strategies to the goals of the firm; and sealed bidding for contracts. Prerequisite: BADM 320.

**BADM 327 Marketing to Business and Govt** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/327/>)  
Introduces the general area of industrial marketing; examines the nature of industrial markets especially as they compare to consumer markets and emphasizes such factors as the demand for industrial goods, marketing intelligence systems for industrial firms, marketing strategy in industrial markets, and analyses and control of industrial marketing programs; integrates important concepts from sales management and business logistics throughout the course; uses case studies. Prerequisite: BADM 320.

**BADM 328 Advanced Sales Strategies** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/328/>)  
Focuses on developing advanced sales techniques to help you succeed in the sales industry. These will be both strategic and tactical in nature and look at the various media platforms used today. It will include mock interviews, written sales proposals, and role-playing exercises that will facilitate application of effective sales techniques. Responsibilities, functions and skills necessary to be an effective sales manager are covered, including an evaluation of sales organizational structures, recruiting, selecting, testing, and training of salespeople. Related topics include compensation plans, controlling expenses, sales forecasting/projections, quotas, ethics, and motivation, among other sales topics. It will consist of lectures, assigned activities and role playing exercises, current materials / articles and information from sales / business / revenue development leaders with experience in sales management. You will also be exposed to industry professionals who will share their experiences with you.

**BADM 329 New Product Development** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/329/>)  
Exposes student to business and marketing decisions in the context of new product development and marketing. Helps students learn how to use state-of-the-art management techniques to identify markets, develop new product ideas, measure customer benefits, and design profitable new products. Prerequisite: BADM 320.

**BADM 330 Brand Management** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/330/>)  
Brand Management is an advanced Marketing elective that addresses the key issues of brand asset management faced by firms in the 21st century. Class discussions will focus on providing theoretical tools for uncovering and understanding the associations that consumers establish with their brands, for predicting the effects of these associations on brand-related judgments and behaviors, and for devising strategies for building strong brands Prerequisite: BADM 320.

**BADM 331 Making Things** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/331/>)  
 Making Things is a hands-on course in which interdisciplinary teams of business, design and engineering students conceptualize, design, prototype, manufacture and market a new product. To create these products, they use 3D design software and hardware. The course is held in the Illinois MakerLab. By participating in this course, students develop teamwork, design, manufacturing and marketing skills. Additional fees may apply. See Class Schedule. Prerequisite: Junior or Senior class standing required.

**BADM 332 Sustainable Product Design & Marketing Plans I: Bottom-Up Immersion in Subsistence Marketplaces** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/332/>)  
 Focuses on sustainable product design and enterprise plan development; uses extreme resource constrained contexts, i.e., subsistence marketplaces, to learn about bottom-up immersion and design for any context; virtual immersion in subsistence contexts; emersion of principles for business, design, and engineering; idea generation and evaluation by groups of business, engineering, design and other students; optional international field trips. Prerequisite: Application process. Junior or senior class standing.

**BADM 333 Sustainable Product Design & Marketing Plans II: Bottom-Up Enterprise & Marketing Innovation** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/333/>)  
 Focuses on sustainable product design and marketing plan development; uses extreme resource constrained contexts, subsistence marketplaces, to learn about bottom-up enterprise and innovation for any context; project based course focusing on systematic approach for designing sustainable products and developing enterprise plans; covers concept generation and evaluation, detailed design, cost modeling, market-testing & prototyping, product innovation, and sustainable enterprise plan development for subsistence marketplaces or upward innovation for advanced economies. Prerequisite: BADM 332 or instructor approval. Junior or senior class standing.

**BADM 334 Sustainable Marketing Enterprises** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/334/>)  
 Understanding of the relationship between sustainable marketing/business practices, societal welfare and ecological systems; topics covered including sustainability in the areas of consumption and consumer behavior, product design, marketing research, value chains and communications; project to apply marketing and business concepts toward a business plan for organizations that captures economic, environmental and social sustainability. Prerequisite: Junior or Senior Class Standing.

**BADM 335 Supply Chain Management Basics** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/335/>)  
 Course broadly exposes students to the basics of supply chain management. It concentrates on the basic concepts, terminology, techniques and tools in supply chain management. Introduces the main functions of supply chain management and its interface with marketing, finance, and information management. Studies the interactions among the logistics of manufacturing, inventory, and transportation. Students are introduced to mathematical modeling and computer simulations to optimize the performance of supply chains.

**BADM 336 Modeling the Supply Chain** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/336/>)  
 Course introduces students to supply chain modeling. It covers optimization and simulation modeling, value stream mapping, and the SCOR model for representation of supply chains. Models for strategic and tactical decision-making in supply chain design and operations will be considered. Presents examples of supply chain modeling in practice and integration of supply chain models with other business functions. Prerequisite: BADM 335.

**BADM 337 Practicum in Supply Chain Mgt** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/337/>)  
 This is the capstone course for the Supply Chain Management major. Students are required to work in teams to solve real-world supply chain management problems using the tools and techniques learned from their other classes. Students are required to present their progress and final reports to both the faculty and company sponsors. Also covers some basic elements of project management and a large case study.

**BADM 338 Global Supply Chain Management** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/338/>)  
 Due to intense global competition, companies increasingly realize the importance of global supply chain management, as they have become more involved with their cross-border suppliers and customers in order to meet customer expectations in a global marketplace. This course in 'global supply chain management' focuses on specialized topics arising in the context of procurement, operations, transportation, finance, and governance of relationships of multiple international buyer and supplier organizations.

**BADM 340 Ethical Dilemmas of Business** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/340/>)  
 Examines business decision making and the role ethics plays in that process. Analysis of how managers behave and whether ethical choices are knowingly made or only realized thereafter. The object is to increase awareness of the moral dimension of business activity. This course satisfies the General Education Criteria for: Advanced Composition

**BADM 341 Foundations of Strategic Management** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/341/>)  
 Aims to provide the conceptual foundations and analytical tools for strategic decision-making. Drawing from major theories of strategic management, such as game theory, transaction-costs theory, and dynamic resource-based theory, the course covers key issues in corporate strategy and internal organization. Through lectures, case analyses, and simulation games, students learn to apply theoretical frameworks to various strategic issues related to diversification, M&A, strategic alliances, organizational structure, culture, and incentive system.

**BADM 346 Introduction to Entrepreneurship** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/346/>)  
 Introduces students to the entrepreneurial process and to essential business concepts relevant to entrepreneurship. Students will learn about the key activities of entrepreneurship, including idea generation, resource acquisition, and business model development, and about multiple forms of entrepreneurship, including startups, within-company new businesses and social ventures. The course also addresses the intersection of entrepreneurship and broader societal issues. Approved for Letter and S/U grading.

**BADM 350 IT for Networked Organizations** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/350/>)  
Examines the information technology and its impact on modern organizations. Topics include: (1) IT, Internet Technologies, E-Commerce and business models, (2) organizing and modeling enterprise data, (3) Network protocol and architecture, (4) development of IT systems, and (5) IT management and organization design.

**BADM 351 Social Media Strategy** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/351/>)  
Business managers of today must be equipped to deal with the new reality of a highly connected society. In this course, students will learn foundational concepts of Social Media and their applications for generating value for their customers, the society, and the business itself. The course aims to develop analytical skills and understanding of the opportunities and challenges that social media, global collaboration and new ways of engaging customers pose for the firm. An emphasis will be placed on managerial decision making in the context of the social media phenomenon.

**BADM 352 Database Design and Management** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/352/>)  
Introduce the modern concepts, techniques and management practices when dealing with data and use of data in organizations. Topics include data modeling, database logical and physical designs, implementation, database administration and web-based database environment. Students will be involved in constructing a database and researching an advanced topic to solidify the learning.

**BADM 353 Info Sys Analysis and Design** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/353/>)  
Methodologies and techniques used and deliverables created in developing large-scale information systems, including preliminary planning, feasibility analysis, design implementation, and post-implementation review of the system; a term-long project which familiarizes students with methodology and techniques is required.

**BADM 356 Data Science and Analytics** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/356/>)  
In this course, you will learn not only data analytic techniques but also the managerial implications of competing with analytics. You will understand the managerial challenges of using data analytics to develop a strategic advantage through readings and case studies. You will learn techniques such as statistical inference, linear modeling, sentiment analytics, and data mining through hands-on exercises in R. R is an open source language that has grown in importance and usage in corporations. Finally, you will be able to present and interpret data through an understanding of data visualization techniques.

**BADM 357 Digital Making Seminar** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/357/>)  
The third industrial revolution is upon us, and you have the ability to create functional products on your desktop, by using some inexpensive and accessible tools. This course will help you get trained on many of these tools and technologies, you will also experiment and make these objects. We will explore 3D scanning, modeling and printing to rapidly prototype products. We will experiment with open hardware, micro-controllers such as Arduinos, to explore the concept of the internet of things. We will also have guest lectures in design thinking, digital making and some stories from passionate makers from the community and beyond. Business students encouraged to apply, but all majors and all years welcome. Additional fees may apply. See Class Schedule.

**BADM 358 Big Data Platforms** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/358/>)  
Provides students a deep understanding of the fundamentals of big data platforms and data engineering, data analytics and algorithms for analytical use cases. Experimenting end to end pipelines on cloud platforms: data collection to deployment Prerequisite: BADM 352.

**BADM 359 Business Problem Formulation and Solution** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/359/>)  
This course prepares students to critically formulate and solve a range of real-world problems faced by business organizations. Addressing business problems is central to the professional services offered by management consultants across many fields (e.g., strategy, technology, market analysis, operations, supply chain, organization). The course employs a unique classroom model that combines faculty expertise with executive experience from the consulting industry, which allows students to benefit from hands-on experiential learning about business problems. Approved for Letter and S/U grading. Prerequisite: Sophomore or Junior standing required.

**BADM 360 Digital Marketing** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/360/>)  
Designed to help you acquire a strong understanding of what is and how to develop a Digital Marketing strategy. We will be evaluating each step in the development of the strategy and getting hands on experience in the latest digital media platforms. You will be learning how to research brands, how to develop strategies, how to determine problems and solutions, how to evaluate information and how to present and defend your work.

**BADM 361 Marketing Analytics** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/361/>)  
The recent growth in structured and unstructured data combined with sophisticated techniques for leveraging these data for decision-making, creates huge opportunities for marketers. This course introduces key concepts in marketing analytics and shows how analytics can help solve real-world marketing problems. Covered topics include data scraping, text analysis, data visualization, machine learning, causal and predictive models. Each technique is implemented using "mini cases" in R programming with unique datasets from a variety of marketing contexts. Prerequisite: BADM 210 and BADM 211.

**BADM 362 Introduction to Consumer Analytics** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/362/>)  
Introduces the science side of marketing by studying multiple models and machine learning algorithms used by companies and consulting firms in the different steps of the marketing process. It includes clustering analysis, predictive analysis using linear regression and logistic regression, classification, and principal component analysis. To enhance the learning experience, the course will be strongly based on software applications such as R, Python as well as online data analytics platform Enginius that offer hands-on exposure to real life corporate applications. Prerequisite: BADM 211.

**BADM 365 New Product Marketing** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/365/>)  
Exposes engineering students to the discipline of marketing and to business decision-making in the unique context of new product marketing decisions. Credit is not given for both BADM 365 and BADM 320.



**BADM 366 Product Design and Development** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/366/>)

Presents an overview of the product development process from concept generation to design manufacturing and project management. There is an emphasis on product definition, early concept development, visual reasoning and engineering graphics. Students work in cross disciplinary teams working through product development projects. Same as TMGT 366. Prerequisite: Admission to the Technology and Management Program.

**BADM 367 Mgmt of Innov and Technology** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/367/>)

Course focuses on the strategic management of technology and innovation in organizations. It builds primarily on broad models of technological evolution and organizational change. Same as TMGT 367.

**BADM 370 Information Security Management** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/370/>)

In the information technology driven world of today, information security and cybersecurity have assumed great importance due to the dangers from hackers, cyber-attacks, viruses, malware, and other threats. In this course, students will be exposed to the key aspects of information security and cybersecurity management with a focus on management and implementation issues in the business world, cost-benefit matters, and discussion of topics pertaining to effectively detecting, managing and mitigating information security/cybersecurity threats.

**BADM 371 User Interaction/User Experience Design** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/371/>)

A project-based introduction to the user-experience design process and is oriented towards teaching practical methods for approaching a design problem. Students will gain an understanding of human-centered design process to enhance the user experience by going through the four important steps of design process- understanding, synthesizing, ideating and prototyping. Prerequisite: BADM 353.

**BADM 372 Information Systems & Operations Management Practicum** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/372/>)

A selective course where you apply what you learn in IS and OM courses to real projects sponsored by fortune 500 firms. Think of it as an internship, but for credit. You work closely with clients with weekly interactions. You will learn a lot from them and by yourself. If you work hard in this class, you will have a compelling story to tell as you interview for internships and jobs and you will gain skills that will help you succeed in your career. Details available at <https://practicum.web.illinois.edu/>. Prerequisite: IS Majors: BADM 350. For IS Majors, concurrent enrollment in BADM 352 and/or BADM 353 is preferred but not required. For OM Majors, concurrent enrollment in BADM 375 is required.

**BADM 373 Quantitative Foundations for Business Analytics** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/373/>)

Provides students a comprehensive overview of essential mathematical and statistical concepts necessary for effective data-driven business decision-making. The course covers linear algebra, probability theory, statistics foundation, exploratory data analysis, predictive analytics focusing on multivariate models and time series forecasting, and prescriptive analytics including optimization techniques and Monte Carlo Simulation. Through theoretical lectures and practical sessions using widely available software tools, students will develop the analytical skills required to solve real-world business problems. Prerequisite: BADM 211.

**BADM 374 Management Decision Models** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/374/>)

Introduction to methods of operations research from an executive or managerial viewpoint, emphasizing formulation of business problems in quantitative terms; industrial applications of linear programming, dynamic programming, game theory, probability theory, queuing theory, and inventory theory. Prerequisite: ECON 203 or BADM 210.

**BADM 375 Operations Strategy** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/375/>)

Students will learn how organizations can gain and sustain competitive advantage through their operations capabilities. The course content will cover manufacturing and service contexts across industries such as airline, consulting, entertainment, healthcare, hospitality, information technology, and retail. Cases and examples will be used to explore technologies such as blockchain and internet of things (IOT), issues such as supply chain risk and social responsibility, and business models such as alliances and sharing economy.

**BADM 377 Project Management** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/377/>)

In-depth treatment of management concepts, tools, and techniques that apply to the organization, planning, and control of projects; particular emphasis on analyzing needs, defining work, scheduling tasks, allocating resources; assessing costs, managing risks; tracking and evaluating performance; and building and leading teams.

**BADM 378 Logistics Management** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/378/>)

Treats the total flow of materials from their acquisition as basic or unprocessed supplies to delivery of the finished product, as well as the related counter-flows of information that both record and control material movement. Major topics include forecasting material requirements; transportation planning; order processing system; raw material, in-process and finished goods inventory management; packaging; in plant and field warehousing; location theory (space, time, and cost trade-offs); communications; and control.

**BADM 379 Business Process Improvement** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/379/>)

The survival and growth of any organization requires the continuous improvement of its processes. This course focuses on philosophies and tools for enhancing customer-defined value created through processes. Contemporary process improvement programs are emphasized along with conventional ideas - topics include Statistical Quality Control, Value Stream Mapping, Total Quality Management, and Six Sigma.

**BADM 380 International Business** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/380/>)

Introduces the field of international business and management. Examines the economic, political, and legal environments of international business. Analyzes differences in financial management, marketing, and management practices for firms doing business abroad.

**BADM 381 Multinational Management** credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/381/>)

Examines critical issues facing managers who work in multinational firms. Designed to develop students' skills for working in a global business environment. Topics include foreign market entry strategies, global management of the functional areas of business, and management and control of multinational firms in the global marketplace.

BADM 382 International Marketing credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/382/>)

Analyzes marketing strategy across national boundaries, the problems of marketing within foreign countries, and the coordination of global marketing programs. Includes problems faced by the exporter, licensor, joint venture, and multinational firm. The full range of market activities are discussed from a global perspective. Prerequisite: BADM 320.

BADM 383 Topics in International Business credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/383/>)

Examines topics related to international business that are not covered in BADM 380, BADM 381, BADM 382, BADM 338. Possible topics include cross-cultural management issues, cross-border merger and acquisition activities, the historical context of global capitalism, doing business in emerging economies, global research and development efforts, and global strategic human resource management. May be repeated in the same or separate semesters to a maximum of 6 hours, if topics vary. Prerequisite: BADM 380.

BADM 394 Senior Research I credit: 2 to 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/394/>)

Research and readings course for students majoring in business administration. May be taken by students in the college honors program in partial fulfillment of the honors requirements. May be repeated in the same or separate terms for unlimited undergraduate hours. Not applicable to graduate or professional hours.

BADM 395 Special Topics credit: 1 to 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/395/>)

Special topics of interest to students majoring in Business Administration. May be repeated if topics vary. Not applicable to graduate or professional hours.

BADM 403 Corporate & Commercial Law credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/403/>)

Advanced discussion of corporate and commercial law, including topics tested on the CPA exam: agency, contracts, debtor-creditor relationships, governmental regulation of business and business organizations. 4 undergraduate hours. 4 graduate hours.

BADM 420 Advanced Marketing Management credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/420/>)

Integrative study of methods and models for marketing decision-making; emphasizes the application of analytical tools and behavioral and quantitative models to marketing decision-making. Uses lectures, case studies and simulation exercises. 3 undergraduate hours. No graduate credit. Prerequisite: BADM 320.

BADM 438 Agri-food Strategic Management credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/438/>)  
Same as ACE 431. See ACE 431.

BADM 440 Business Applications of GIS credit: 3 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/440/>)

Same as GIS 440. See GIS 440.

BADM 445 Small Business Consulting credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/445/>)

Through guided experience, students identify and offer advice to local small business firms; exposes students, serving as consultants, to the wide variety of problems facing the smaller firm as well as enables them to apply current business methods to real problems. Students work in teams. 4 undergraduate hours. 4 graduate hours.

BADM 446 Entrepreneurship: New Venture Creation credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/446/>)

Focuses on the opportunities, risks, and management problems involved in establishing and operating new ventures. Covers the steps included in starting a new venture, such as evaluating the opportunity, determining financial and operational requirements and resources, and deciding on the structure of the organization. Includes management issues faced by individual entrepreneurs. 4 undergraduate hours. 4 graduate hours. Prerequisite: BADM 346 required for undergraduate students.

BADM 447 Legal Issues in Entrepreneurship credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/447/>)

Addresses legal issues that entrepreneurs will deal with such as leaving your present employer, the right legal structure to adopt; sole proprietorship, partnership, LLC or corporation, implementing the new structure, protecting IP assets, financing the new business, running the new business, including contracts, sales, agency and employment law issues. Exit strategies for the business are also explored. 4 undergraduate hours. 4 graduate hours.

BADM 449 Business Policy and Strategy credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/449/>)

Analysis of policy formulation and implementation from a company-wide standpoint; emphasis on integration of knowledge and approaches across functional areas; both endogenous and exogenous factors which affect company policies; and the role of the firm in society. 3 undergraduate hours. No graduate credit.

BADM 453 Business Intelligence credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/453/>)

Provides a conceptual and practical overview of analytical tools, techniques, and practices used to support data-driven decision making in organizations. Topics include data visualization, data mining, machine learning techniques and business intelligence programming languages. 3 undergraduate hours. No graduate credit.

BADM 458 IT Governance credit: 3 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/458/>)

Provides students with a core body of knowledge concerning the state of development, research and business practice of IT governance on topics such as: managerial issues for the prevention of business frauds and threats; the key technology for IT governance for users and businesses; issues concerning integrity control, privacy, ethics, risk management, and reliability; best practices concerning regulatory compliance requirements; and enterprise information management issues, policies and practices. 3 undergraduate hours. 4 graduate hours. Prerequisite: BADM 350.

BADM 460 Business Process Modeling credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/460/>)

Introduces the identification and analysis of various aspects of business processes. The course defines business processes and provides tools for designing and analyzing them. Same as TMGT 460. 3 undergraduate hours. No graduate credit. Prerequisite: BADM 367.

BADM 461 Tech, Eng, & Mgt Final Project credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/461/>)

A hands-on technology management course that will transform you into an efficient and effective manager who can solve problems, meet deadlines, overcome obstacles, communicate effectively, and produce high-quality results. This course will prepare you for the rigors of a full-time position by pairing you with other T&M students to work as a team to solve a modern business problem drawn from one of the industry leaders we partner with for the course. Same as TMGT 461. 4 undergraduate hours. No graduate credit. Prerequisite: BADM 366, BADM 367, BADM 460.

BADM 463 iVenture Accelerator Seminar I: Topics in Entrepreneurship credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/463/>)

Designed for students actively engaged in learning through venturing, primarily students in the iVenture Accelerator, the educational accelerator for top student startups at Illinois. This highly collaborative course provides theory, context, and skills to enhance experiential learning-by-venting. Topics include: feasibility analysis, business modeling, industry analysis, competitor analysis, ethical and legal foundations, corporate forms, building venture teams, growth financing, marketing for startups, intellectual property protection and commercialization, and planning for growth. 3 undergraduate hours. 3 graduate hours. May be repeated in separate terms to a maximum of 6 hours. Prerequisite: Restricted to students admitted to the iVenture Accelerator program.

BADM 464 iVenture Accelerator Seminar II: Topics in Entrepreneurship credit: 3 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/464/>)

Designed for students actively engaged in learning through venturing, primarily students in the iVenture Accelerator. Alongside collaboratively planning and discussing the future of their ventures, we explore the interplay of venturing, entrepreneurial skills, and career decisions. Students conduct quarterly board meetings; develop personal boards of advisors; and learn from speakers who have built diverse, entrepreneurial careers. Topics include: venture management and governance, financing, team hiring and dynamics, and strategies for growth. 3 undergraduate hours. 3 graduate hours. May be repeated in separate terms to a maximum of 6 hours. Prerequisite: Restricted to students admitted to the iVenture Accelerator program.

BADM 501 Introduction to Business credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/501/>)

This course is designed to give students a broad-based introduction into managing businesses as a gateway to the rest of the specialized master's degree curriculum. 4 graduate hours. No professional credit.

BADM 502 Communicating with Data and Decision Making credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/502/>)

Making decisions in organizations often require data, an approach that is increasingly becoming critical with proliferation of data. Data has to be understood for insights, to aid in decision making or presented to others to persuade. This course will introduce concepts and techniques to understand and communicate data for insights and decision-making. Topics include types of data, data visualization, descriptive statistics, understanding and representing variation, multiple variables, time series and maps. The course will follow a practice based approach. 2 graduate hours. No professional credit.

BADM 503 Classics in Business Administration credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/503/>)

Graduate seminar. Presents foundational literature to introduce the theoretical origins of the different areas of Business Administration and explores the linkages among these areas. Outlines the impact of the foundational works on subsequent research. 2 graduate hours. No professional credit. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 504 Phil of Science and Bus Admin credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/504/>)

Introduction to philosophy of science that focuses on the nature of discovering and justifying knowledge in the business disciplines. Specific issues of interest are the nature of scientific truth, validation of theories, prediction and explanation. Discusses applications to research in various business disciplines. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 507 Emp. Res. Methods in Bus. Adm. credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/507/>)

Research methodology for the study of administrative, industrial, and consumer behavior and organizations; Foundations of measurement - Construct definition, Domain delineation, Reliability, Dimensionality, and Validity, Reliability analysis, Exploratory and Confirmatory factor analysis; Alternative methods of data collection - laboratory experimentation, survey research design, and qualitative research. A completed individual research project involving the development of an entire method is formally presented in class and submitted as a paper. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 508 Leadership and Teams credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/508/>)

Develops and integrates fundamental behavioral concepts and theory having administrative applications; initially focuses on the individual decision maker and ultimately includes interpersonal, organizational, and social structures and influences; and develops strategies and methods of research on behavioral applications in business.

BADM 509 Managing Organizations credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/509/>)

Examines and analyzes the organization as a social system and the impact of its various components on work attitudes and behavior; topics include the development of organizational structures, organizational effectiveness, decision making and policy formulation, leadership, and change.

BADM 510 Founds of Organizational Behav credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/510/>)

Introduction to the principal theories and important empirical research in various disciplines that study organizations; in addition to examination of the subject matter content of various disciplines, students critically examine the capacities and limitations of the various fields to make contributions to the study of organizations. Same as PS 514, PSYC 553, and SOC 575. Prerequisite: Enrollment as a major in organizational sciences in a cooperating program or consent of instructor.

BADM 512 HR Management and Strategy credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/512/>)

Same as LER 565. See LER 565.

BADM 513 Communication Strategy in Bus credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/513/>)

Offers an introduction to communication, business presentation, and essential interpersonal skills, including message clarity, attentive listening, and constructive feedback for more effective cooperation, conflict management, teamwork and productivity. Covers communication concepts and skills that help heighten emotional intelligence and offer strategies for communicating effectively across cultural, generational and gender lines. 2 graduate hours. No professional credit.

BADM 514 Managing Innovation credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/514/>)

Provides a solid grounding to students interested in managing various aspects of the innovation process that facilitate the creation, synthesis, and organization of knowledge for the development of economically valued products, processes, and services within organizations. Covers both the analytic frameworks for understanding the innovation process as well as the strategic and organizational challenges involved in managing technological innovation. Specifically focuses on managerial actions that create the organizational environment in which new opportunities are identified and new business models are developed to create value. Prerequisite: BADM 508 or consent of the instructor.

BADM 515 Oral Comm for Business credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/515/>)

This class builds communication skills for the English language business environment for international students. It includes work on pronunciation deficits, but also units on broader communication topics, including social interaction skills, appropriate business language, interviewing, and presentations. The class incorporates workshops on specific scenarios such as making a sales pitch, delivering an annual report, handling the press, presenting a case study, communicating during a crisis, and communicating in specific contexts such as within technology, entrepreneur or venture capital fairs. 4 graduate hours. No professional credit. Prerequisite: MSTM students.

BADM 519 Seminar in Organizational Behavior and Theory credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/519/>)

Seminar in topics of organizational behavior and organizational theory. Topics include: Seminar in Organizational Behavior (explores current and classic research in the field of organizational behavior); and Seminar in Organizational Theory (explores current and classic research in the field of Organizational Theory). 4 graduate hours. No professional credit. May be repeated in the same or separate terms to a maximum of 8 hours, if topics vary. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 520 Marketing Management credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/520/>)

Introduces concepts useful in understanding marketing systems and buyer behavior in addition to developing skills in making marketing decisions; the orientation is primarily managerial and uses examples from both business and non-business contexts.

BADM 521 Marketing Strategy credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/521/>)

Formal analysis of strategy drawing on concepts from the theory of games, decision theory, value theory, and information theory; topics cover elements of game models, classes of decision problems, games against nature, modern utility theory, information theory, group decision making, statistical decision theory, and linear and nonlinear optimization.

BADM 522 Social Media Analytics credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/522/>)

This course takes an in-depth look at social networks, social media platforms and online advertising to offer students an advantage in many positions involving marketing, consulting and brand management both on the buyer and seller side of social media. Students with an interest in entrepreneurship will also find the course useful as new businesses often rely on social media marketing. This course offers an overview of how marketing has (and has not) changed due to the rise of social media. It will equip students with the relevant knowledge, perspectives, and practical skills required to develop marketing strategies that leverage the opportunities inherent in social media and consumer-to-consumer social interactions for achieving business and marketing goals. The emphasis of this course is on understanding consumers' social interactions, the various social media channels available to marketers, how to build social marketing strategies, and how to track their effectiveness. Also, since social media is heavily technology-driven we will cover relevant related aspects in digital marketing more broadly, as well as emerging topics in electronic commerce, mobile marketing, and social media startups. 4 graduate hours. No professional credit. Credit is not given for BADM 522 and BADM 590 (31482) section SMA.

BADM 523 Consumer Behavior 4.0: Digital Transformation in Consumer Behavior credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/523/>)

In the digital era, consumers' decisions are profoundly influenced by evolving digital technology. This course offers a comprehensive understanding of how consumer decisions are affected by technological advancements and Artificial Intelligence (AI). Through a blend of case studies, hands-on projects, and discussions; students will apply psychological frameworks to real-world scenarios and acquire the knowledge and skills to adeptly navigate the complexities of consumer behavior in the digital age. 4 graduate hours. No professional credit.

BADM 524 Pricing Strategy and Tactics credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/524/>)

Develops concepts and techniques for formulating and administering prices in a variety of business situations. Focuses on understanding the internal and external environment through relevant information acquisition and analysis for developing appropriate pricing strategies and tactics.

BADM 525 New Product Development credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/525/>)

The decisions on the firm's total market offer, including such topics as use of market analysis in making decisions on assortment, product development, pricing, packaging, branding, and sales forecasting; coordination of these decisions and actions with market communications, physical movement, production, finance, and the overall goals and policies of the firm; and emphasizes the use of analytic and research methods in making assortment and product decisions.

BADM 526 Consumer Analytics: Theory and Practice credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/526/>)

Reviews the science side of marketing by studying multiple models used by companies and consulting firms in the different steps of the marketing process. The marketing consulting approach provides a deeper understanding of the process that supports marketing management decisions. To enhance the learning experience, the course will be strongly based on software applications that offer hands-on exposure to real life corporate applications. Students need to have basic knowledge of R or Python. 4 graduate hours. No professional credit.

BADM 527 Brand Management credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/527/>)

Brand Management addresses the key issues of brand asset management faced by firms in the 21st century. Class discussions will focus on providing theoretical tools for uncovering and understanding the associations that consumers establish with their brands, for predicting the effects of these associations on brand-related judgments and behaviors, and for devising strategies for building strong brands. 4 graduate hours. No professional credit.

BADM 528 Promotional Strategy credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/528/>)

Management orientation to promotional strategy for the medium and large size organization: includes analyses of the primary elements of the promotional function from both qualitative and quantitative perspectives emphasizing such factors as (1) selection among alternative promotional tools, (2) the promotional budgeting and allocation process, and (3) determination of appropriate messages and media schedules for given product/market situations. Explores widely used models in depth for strategic usefulness; emphasizes case analysis and contemporary situations.



**BADM 529 Marketing Research** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/529/>)  
Examines the collection and analysis of information applied to marketing decisions; stresses quantitative methods including samplings, scalings, experimental design, forecasting, and multivariate procedures through the use of class projects on actual market research problems.

**BADM 531 Survey Methods in Mkt Res** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/531/>)  
Analysis of survey methods in marketing with emphasis on sample design, data collection, and data processing; an advanced course in the methods required to design, implement, and evaluate a research project. Same as SOC 576.

**BADM 532 Sustainable Product Design & Enterprise Plan Development - I: Bottom-Up Immersion & Design** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/532/>)  
Focuses on sustainable product design and enterprise plan development; uses extreme resource constrained contexts to learn about bottom-up immersion and design for any context; virtual immersion in subsistence contexts; emersion of principles for business, design, and engineering; idea generation and evaluation by groups of business, engineering, design and other students; optional international field trips. 4 graduate hours. No professional credit. Prerequisite: Application process.

**BADM 533 Sustainable Product Design & Enterprise Plan Development - II: Bottom-Up Enterprise & Innovation** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/533/>)  
Focuses on sustainable product design and enterprise plan development; uses extreme resource constrained contexts to learn about bottom-up enterprise and innovation for any context; project based course focusing on systematic approach for designing sustainable products and developing enterprise plans; covers concept generation and evaluation, detailed design, cost modeling, market-testing & prototyping, product innovation, and sustainable enterprise plan development for subsistence marketplaces or upward innovation for advanced economies. 4 graduate hours. No professional credit. Prerequisite: BADM 532 or instructor approval.

**BADM 535 Global Business** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/535/>)  
This course provides students with a clear conceptual understanding of the opportunities and challenges involved with international business transactions. Young managers face a diverse set of circumstances when they engage in cross-border business (trade and foreign direct investment) as opposed to purely domestic business: e.g., enhanced globalization forces, cross-national heterogeneity in institutions and cultures, increased competition from emerging economies, and - particularly germane for this course - altered strategic economic incentives. Accordingly, we will attempt to analyze these issues, make sense of the fundamental forces behind these dynamics, and understand their managerial implications. The class will focus then on the roots of International Business, and complement this focus with important practical implications and 'real-world' examples and cases - the ambition will always be to wed good theory with practice. 2 graduate hours. No professional credit. Prerequisite: MSM student or consent of instructor.

**BADM 537 Advanced Topics in Marketing** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/537/>)  
Seminar on topics associated with the development of marketing theory. Topics may vary from year to year, and include classics in marketing exchange, development, and thought as well as current research frontiers involving product usage, market definition, data base modeling, and pricing. May be repeated to a maximum of 8 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 538 Res Sem in Consumer Behavior** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/538/>)  
Advanced doctoral level seminar which critically examines the relevance of behavioral and social constructs for generating consumer behavior theories. It specifically discusses the need for, and procedures with which to modify behavioral/social processes. 4 graduate hours. No professional credit. May be repeated in separate terms to a maximum of 12 hours, if topics vary. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 539 Math Models in Marketing** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/539/>)  
Seminar in model building as a tool for research in marketing. Application of the mathematics of optimization, dynamics, linear algebra and games to marketing topics including consumer choice, retailing, price promotions, advertising, personal selling, positioning, new product diffusion. Research project using marketing models required. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 540 Frontiers in Technology** credit: 0 or 1 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/540/>)  
This course provides the opportunity to listen to, discuss, and present on ideas and technologies which are expected to affect our lives in the near future. Activities include seminars and professional development activities, corporate visits, and presentations by researchers who work on the cutting edge of technology. 0 or 1 graduate hours. No professional credit. Approved for Letter and S/U grading. May be repeated in separate terms up to 2 credit hours. Prerequisite: MSTM students.

**BADM 541 Foundations of Strategic Management** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/541/>)  
Addresses conceptual issues and theoretical perspectives for analyzing strategic behavior within and between firms: The course draws from prominent theories of strategic management, such as game theory, transaction-costs theory, and dynamic resource-based theory. Through lectures, case analyses, and simulation games, students learn to apply theoretical frameworks to a broad array of strategic problems, including diversification, M&A, strategic alliances, dynamic capabilities, incentives, organizational structure, culture, and strategic decision-making. 4 graduate hours. No professional credit.

**BADM 543 Technology Strategy** credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/543/>)

Technological change is a fundamental challenge and opportunity for business leaders in the modern economy. This course deals with concepts and analytical frameworks for strategizing and managing in an environment of technological upheaval and constant innovation. Broadly, students are exposed to ideas about how firms create value through new technologies, and how they in turn capture some of that value to make profits. Specific topics include sources and patterns of innovation, business models, first mover advantages, barriers to imitation, technology commercialization modes, network effects and standards competition, creative destruction and technological disruption, alliances and collaboration, and strategic renewal. The course aims to impart the strategic toolkits and skills required to manage dynamic technology-intensive businesses. 2 or 4 graduate hours. No professional credit.

**BADM 544 Strategic Management** credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/544/>)

An integrative examination of executive-level decisions and policies that drive company survival and performance. Combines theoretical and practical learning through strategic management tools, frameworks, examples and case studies. Provides a top management view of companies and organizations that is essential learning for any leader. 2 or 4 graduate hours. No professional credit. Credit is not given for both BADM 544 and BADM 339. Prerequisite: BADM 509, BADM 520, and BADM 567, FIN 520, or equivalent.

**BADM 545 Found of Strategy Research** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/545/>)

Seminars on topics in the development of strategic management theory. Topics include: Classics in Strategic Management (explores the historical development of the foundational literature of strategic management); and Theory Development and Assessment in Strategic Management (focuses on the process of conducting and critiquing research in the field). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 546 Strategy Content Research** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/546/>)

Seminar covering the foundations of strategy content and formulation research. Topics include: Economic Theories in Strategic Management (including strategic management applications of industrial organization economics); and Economic Approaches to Strategic Management Research (including transaction costs, resource-based and property rights research). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 547 Strategy Process Research** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/547/>)

Seminar on research into strategy formulation and implementation processes. Topics include: Behavioral Theories in Strategic Management (theoretical and empirical research on complex organizations and their environments); and Behavioral Approaches to Strategic Management Research (behavioral research into strategy formulation and implementation processes). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 548 Corp & Comp Strategy Research** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/548/>)

Research seminars on topics in firm-level and business-level strategy. Topics include: Corporate Strategy (explores issues associated with the scope of the firm, corporate governance and value creation), and Competitive Strategy (focuses on strategic positioning, timing, competitive advantage and sustainability). May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 549 Current Strategy Research** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/549/>)

Seminar on current theoretical and empirical research relating to emerging areas of knowledge in the strategic management field. Reflecting the emphasis of current research on strategic and organizational phenomena, topics vary from year to year. May be repeated in the same or separate terms to a maximum of 4 hours. Students may take multiple topics under the course designation, but can only take each topic once for credit towards degree requirements. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 550 Business Practicum** credit: 0 to 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/550/>)

Provides a unique opportunity to apply student's classroom knowledge, their skills and experiences in a real world setting. Each student should expect the experience to be as close to working in a business environment as the academic environment allows. Each team of students will work in a collaborative relationship with real businesses and organizations to solve real problems by developing implementable solutions. The instructor's expectation is that each student will provide professional quality work. 0 to 4 graduate hours. No professional credit. Approved for Letter and S/U grading. May be repeated in separate terms up to 8 credit hours. Prerequisite: Restricted to MSTM, MSM, MS Business Analytics students.

**BADM 551 Managing Intellectual Property** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/551/>)

Knowledge assets - technologies, knowhow, creative works, reputations, talent, and customer relationships - are critical drivers of business today. Intellectual property (IP) of various types (patents, copyrights, trade secrets, trademarks, etc.) can confer valuable rights over these knowledge assets, which makes intellectual property strategy a vital skill in the modern manager's professional toolkit. This course provides an introduction to different IP types and an in-depth exploration of the strategic issues entailed in using (obtained, licensing and enforcing) IP rights in business. It examines how IP strategies can be used to support the company's overall strategy, and how the two can be better aligned. The end goal is to develop the business manager's vocabulary, understanding, and strategic thinking in dealing with intellectual property as tools for competitive business success. 2 graduate hours. No professional credit.

**BADM 552 Legal Aspects of Mgt Decisions** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/552/>)

The legal environment in which business decisions are made, including the legal system and the role of courts, government taxation and regulation of business, administrative law, antitrust law, labor law, and trends in the law affecting business policy.

**BADM 553 Ethical Dilemmas in Business** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/553/>)

Examines business decision making and the role ethics plays in that process. Analysis of how managers behave and whether ethical choices are knowingly made or only realized thereafter.

**BADM 554 Enterprise Database Management** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/554/>)

Databases are important because they play a critical role in today's business environment. Almost all modern organizations use database technologies to store and manage data in every functional area of business including its operations, finance, accounting, and marketing. By understanding data modeling and being able to query databases, you possess one of the most marketable skills to help a business better manage their data and discover new opportunities through better analytics. At the end of this course you will be able to (a) Understand and help articulate the data needs of the company (requirement analysis), (b) Conceptually model the relationship of the data (data modeling), (c) Query databases to meet business requirements, (d) Understand the principles of design of data warehouses, (e) Understand the alternatives to relational databases (no SQL) with reference to storing Big Data, and (f) Explain the benefits of distributed databases 4 graduate hours. No professional credit. Credit is not given for both BADM 554 and BADM 352.

**BADM 555 Info Sys Development and Mgt** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/555/>)

Addresses issues relevant to the development of large-scale information systems including systems concepts and thinking, systems development life cycle, objectives, methodology and deliverables in each phase, behavioral implications of systems development and integration information systems with business processes. Credit is not given for both BADM 555 and BADM 353.

**BADM 557 Topics in Business Intelligence** credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/557/>)

In recent years, an increasing number of companies, large and small, have begun to utilize big data and associated analytics methods to gain information and support their decision-making. This course will introduce students to the basic principles and technology foundations of data mining, focusing on business applications of machine learning. Different topics such as different algorithms and software may be covered in different semesters. 2 or 4 graduate hours. No professional credit. Credit is not given for both BADM 557 and BADM 453.

**BADM 558 Big Data Infrastructures** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/558/>)

Provides students a thorough understanding of the fundamentals of big data platforms and technologies, data engineering, data analytics and algorithms for both operational and analytical use cases. Experimenting end to end pipelines on cloud platforms from data collection to presenting data driven insights for a nontechnical audience. Students will have the opportunity to understand both relational, analytical databases and NoSQL databases on the cloud as well as on premise from real-life datasets while leveraging programmatic or configuration driven data pipelines. 4 graduate hours. No professional credit.

**BADM 559 Enterprise IT Governance** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/559/>)

Addresses enterprise IT governance, with a focus on (1) IT governance strategy, including strategic mapping, IT portfolio management, and IT risks assessment; (2) IT control frameworks for organizing IT processes and defining management control objectives, and (9) Trustworthy information management.

**BADM 561 Revenue Management** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/561/>)

Focuses on how a firm should set and update pricing and product availability decisions across various selling channels in order to maximize its profitability. The adoption of revenue management systems has transformed the transportation and hospitality industries, and is increasingly important in retail, telecommunications, entertainment, financial services, health care and manufacturing. Through a combination of case studies, hands-on exercises and lectures, the course will review the main methodologies that are used in these industries and survey current and emerging practices. 2 graduate hours. No professional credit. Prerequisite: Familiarity with use of Excel.

**BADM 562 Social Media Strategy** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/562/>)

Managers in firms today must be equipped to deal with the new reality of a socially connected society. In this course, students will improve their analytical capabilities and understanding of the opportunities and challenges that social media, global collaboration and new ways of engaging customers pose for the firm. An emphasis will be placed on managerial decision making in the context of the social media phenomenon. 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA, MSTM, or PMBA program or in the IT Graduate Minor/Concentration.

**BADM 563 Operations Strategy** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/563/>)

The main objective of this course is to examine how manufacturing and operations can be used as sources of competitive advantage. Some firms compete based on innovation and high-performing products. Others may rely on rapid delivery, flexibility to accommodate specific customer needs, or cost leadership. The capabilities that allow the pursuit of these strategies are usually the result of well formulated and executed operations strategies. This course illuminates the fundamental drivers that make the pursuit of these and other strategies possible 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA or MSTM program, or the Supply Chain Management Concentration.

**BADM 564 Business Process Improvement** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/564/>)

The main objective of this course is to learn tools and techniques for process improvement that are commonly used today under organizational initiatives such as Lean Management and Six Sigma. Classes will consist of lecture-discussions and problem solving exercises, and demonstrations and practice of the use of software for statistical analyses. 4 graduate hours. No professional credit. Prerequisite: BADM 567, MBA 502 MSP, or consent of instructor.

**BADM 565 Strategic Sourcing** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/565/>)

This course aims to provide students with an understanding of the impact that sourcing and supply management have on the success and profitability of firms in today's business environment. We will look at some of the factors that need to be considered when making sourcing and supplier management decisions (make or buy, in-sourcing, and outsourcing; quality; quantity and inventory; prices; costs; supplier selection; supplier evaluation; globalization), and discuss the influence that sourcing and supply management have on other functional activities, such as product design, inventory management, etc. 4 graduate hours. No professional credit. Credit is not given for BADM 565 and BADM 590, Section STS.

**BADM 566 Supply Chain Management** credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/566/>)

Focuses on how to manage flows of products and services from raw material sources to final customers and associate flows of information. Helps students to develop a system view of measuring channel performance, integrating cross-functional activities, and coordinating processes across organizations.

**BADM 567 Operations Management** credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/567/>)

Operations Management (OM) is the design and execution of systems for the development, production, and distribution of goods and services. OM includes decisions for choosing production technologies, designing processes, creating demand forecasts, managing inventories, selecting suppliers, and ensuring quality. This course focuses on conceptual foundations and fundamental analytical approaches for OM. 2 or 4 graduate hours. No professional credit.

**BADM 569 Res Topics in Operations Mgt** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/569/>)

Current and classical literature in the area of Operations Management. The topics covered may vary from year to year and may include performance measures, inventory management, planning, scheduling, location, layout, product design, process design, and forecasting. 4 graduate hours. No professional credit. May be repeated in the same or separate terms. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 571 Digital Business & IT Strategy** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/571/>)

This course is to discuss digital business management and IT strategy based on emerging digital technology developments. 2 graduate hours. No professional credit. Prerequisite: Restricted to students in MAS and MSTM programs.

**BADM 572 Stat for Mgt Decision Making** credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/572/>)

The application of classical and modern statistics for business decision making. The level of the course assumes some prior knowledge of basic statistics as well as facility with elementary calculus.

**BADM 573 Decision Analytics** credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/573/>)

Introduction to analytical approaches to decision making using statistical, probabilistic, and quantitative methods based on data and judgment. This course focuses on understanding of the decision analytic framework and applying practical hands-on skills and tools to business decisions under uncertainty. 2 or 4 graduate hours. No professional credit.

**BADM 574 Simulation and Risk Analysis** credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/574/>)

This course provides quantitative tools for solution of management problems involving risk, competing objectives, and complex constraints. The course will provide hands-on experience with techniques for solving these problems, with a particular emphasis on models and methods that enable managers to proactively manage and mitigate risk, obtain insight, and support decision making. Models are illustrated with applications to operations management, finance, and marketing, with a particular emphasis on issues associated with project portfolio management. Hands-on modeling skills are developed using spreadsheet-based software tools. We will consider challenges that executives and organizations encounter when implementing these approaches, and demonstrate how mathematical models can improve on "seat of the pants" methods.

**BADM 575 Supply Chain Analytics** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/575/>)

The objective of the course is to introduce students to using data analytics for improving decision making in supply chains. With Globalization and digitization of supply chains a large volume of data is getting generated within supply chains. Being able to use the information in the data to improve supply chain functioning is critical to success for many organizations. In this course, students are introduced to data analytic methods such as statistical modeling and machine learning methods for organization, and analysis of large volume of different kind of data that relate to specific aspects of managing and organizing supply chain. This course follows a project based practical learning approach. The course is divided into several modules and students are required to analyze and present data and inferences with respect to these modules. 4 graduate hours. No professional credit. Credit is not given for BADM 575 and BADM 590 (31474) Section SCA.

**BADM 576 Data Science and Analytics** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/576/>)

In this course, you will learn not only data analytic techniques but also the managerial implications of competing with analytics. You will understand the managerial challenges of using data analytics to develop a strategic advantage through readings and case studies. You will learn techniques such as statistical inference, linear modeling, sentiment analytics, and data mining through hands-on exercises in R. R is an open source language that has grown in importance and usage in corporations. Finally, you will be able to present and interpret data through an understanding of data visualization techniques. 4 graduate hours. No professional credit.

**BADM 577 Predictive Data Analytics** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/577/>)

This course covers advanced techniques of data analytics, with an emphasis on the predictive perspective. This course provides both rationale and real-world applications of data analytics and is ideal for students seeking to extract insights from real data to support business decision-making. In particular, students will learn to: (1) mine, summarize and visualize data (2) formulate, identify, and design optimal procedure for prediction, forecast and inferential decision-making (3) uncover and quantify the influence of performance drivers with data (4) draw data-driven conclusions to create competitive advantage for businesses. 4 graduate hours. No professional credit. Credit is not given for BADM 577 and BADM 590 (47816), Section AN.

**BADM 582 Multinational Management** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/582/>)

Examines critical issues facing managers who work in multinational firms. Designed to develop students' skills for working in a global business environment. Topics include foreign market entry strategies, global management of the functional areas of business, and management and control of multinational firms in the global marketplace.

**BADM 583 Current Topics in Intl Bus** credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/583/>)

Continuation of BADM 582. Examines topics related to management and integration of multinational firms not covered in BADM 582. Possible topics include foreign investment decisionmaking, global manufacturing and supply chain management, international joint ventures and strategic alliances, cross-border mergers, global R&D, and global strategic human resource management. May be repeated.



BADM 584 Global Marketing credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/584/>)

Analyzes marketing strategy across national boundaries, the problems of marketing within foreign countries, and the coordination of global marketing programs. Includes problems faced by the exporter, licensor, joint venture, and multinational firm. The full range of market activities are discussed from a global perspective.

BADM 586 Intl Comparative Management credit: 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/586/>)

Compares and contrasts different regional/national business systems and organizational practices including those from both developed and developing countries. Designed to advance students' global management knowledge and cross-cultural skills for functioning effectively in a transnational economy. Includes an optional overseas study trip to visit local companies and subsidiaries of multinational firms.

BADM 588 Business Practice Immersion credit: 0 to 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/588/>)

This course is designed to gain problem solving skills by working on a real project in a company. The project must have measurable goals. The course helps students gain valuable first hand experience in dealing with an organization, interacting with people, learning how different functions in an organization work, and refining time management and communication skills. 0 to 4 graduate hours. No professional credit. Approved for Letter and S/U grading. May be repeated up to 4 hours in separate semesters. Prerequisite: Enrollment in MS Program in Business.

BADM 589 Project Management credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/589/>)

Managing projects is a vital part of everyone's job in today's companies. This course aims to help you master the project management process. Central to this course is developing your understanding and ability to manage the technical dimensions of needs analysis, work breakdown, scheduling, resource allocation, risk management, and performance tracking and evaluation such that you can accomplish them while staying within the project's allocated time frame and cost. This course is also mindful of the sociocultural dimensions of the project management process, which include attributes of sound leadership, formation and management of impactful teams, and managing customer expectations. 2 OR 4 graduate hours. No professional credit.

BADM 590 Seminar in Business Admin credit: 0 to 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/590/>)

Special topics in the general area of business. Topics are selected by the instructor at the beginning of each term. Approved for letter and S/U grading. May be repeated if topics vary; unlimited credit hours for graduate and professional students.

BADM 591 Proseminar in Business Admin credit: 0 to 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/591/>)

Lectures in topics of current interest not covered by regular course offerings. Subjects are announced in the Class Schedule. Approved for letter and S/U grading. May be repeated in the same term and/or separate terms as topics vary; unlimited credit hours for graduate and professional students.

BADM 593 Research in Special Fields credit: 1 to 8 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/593/>)

Approved for both letter and S/U grading.

BADM 594 Independent Study and Research credit: 2 or 4 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/594/>)

Directed reading and research. Approved for both letter and S/U grading. May be repeated in the same term and/or separate terms as topics vary; unlimited credit hours for graduate and professional students.

BADM 595 Business Fundamentals credit: 2 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/595/>)

Designed to provide a cohesive understanding of marketing from a managerial perspective. Students will learn how to develop a coherent and comprehensive marketing strategy for a product or service. Specifically, it provides the conceptual frameworks and tools necessary to create superior customer value, capture the value through appropriate pricing mechanisms, persuasively communicate and profitably deliver that value, and sustain both the value and the performance in the face of ever-changing customer needs and competitive offerings. Students examine companies by matching their internal strengths and weaknesses with opportunities and threats posed by their environments. Students learn to spot and evaluate opportunities for new ventures and examine the totality of a business proposal.

BADM 599 Dissertation Research credit: 0 to 16 Hours. (<https://courses.illinois.edu/schedule/terms/BADM/599/>)

Required of all students writing doctoral dissertations in business administration; guidance in writing theses and seminar discussions of interim progress reports. Approved for S/U grading only. May be repeated in the same term and/or separate terms as topics vary; unlimited credit hours for graduate and professional students.