BUSINESS ADMINISTRATION (BADM)

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

Courses

BADM 199  Undergraduate Open Seminar  credit: 1 to 5 Hours.  
May be repeated.

BADM 205  Business Location Decisions  credit: 3 Hours.  
Same as GEOG 205. See GEOG 205.

BADM 210  Business Analytics I  credit: 3 Hours.  
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. Prerequisite: Sophomore standing.

BADM 211  Business Analytics II  credit: 3 Hours.  
This course 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: Sophomore standing; BADM 210.

BADM 261  Technology & Mgmt Seminar  credit: 1 Hour.  
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 300  The Legal Environment of Bus  credit: 3 Hours.  
Introduction to law and the legal system, litigation, contracts, business organizations, intellectual property, employment law and governmental regulation of business.

BADM 301  Summary of Business Law  credit: 3 Hours.  
Basic principles of the private law of business including the law of contracts, agency, and business organizations; a brief introduction to the law of sales, negotiable instruments, security devices, and property. Credit is not given for both BADM 301 and BADM 403. Course is not open to students in the College of Business.

BADM 303  Principles of Public Policy  credit: 3 Hours.  
Same as ACCY 321, ACE 321, and PS 321. See PS 321.

BADM 310  Mgmt and Organizational Beh  credit: 3 Hours.  
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  Individual Behavior in Orgs  credit: 3 Hours.  
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  Org Design and Environment  credit: 3 Hours.  
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  Human Resource Management  credit: 3 Hours.  
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. Credit is not given for both BADM 313 and PSYC 245. Prerequisite: BADM 310.

BADM 314  Leading Negotiations  credit: 3 Hours.  
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.  
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.  
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.  
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. Prerequisite: BADM 320 and ECON 202.

Information listed in this catalog is current as of 03/2018
BADM 323  Marketing Communications  credit: 3 Hours.
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.
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.
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 Policies  credit: 3 Hours.
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.
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  Business-to-Business Selling  credit: 3 Hours.
Introduces the use of persuasive personal communication in attracting
and retaining customers. Uses experiential learning exercises to address
principles and techniques of personal selling and the administration
of the selling function as it relates to the development of marketing
strategy and the achievement of corporate objectives. Prerequisite: Junior standing.

BADM 329  New Product Development  credit: 3 Hours.
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.
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 332  Sustainable Product Design & Marketing Plans I: Bottom-Up
Immersion in Subsistence Marketplaces  credit: 4 Hours.
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.
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.
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.
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.
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.
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 340 Ethical Dilemmas of Business credit: 3 Hours.
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.

BADM 350 IT for Networked Organizations credit: 3 Hours.
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 E-Business Management credit: 3 Hours.
Designed to provide current perspective about enterprise IT-applications and the management issues that such applications entail. Emphasis is on current developments that will be explored with lectures, case studies, and hands-on applications. The course builds on BADM 350. May be repeated in subsequent terms. Prerequisite: BADM 350.

BADM 352 Database Design and Management credit: 3 Hours.
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. Same as ACCY 352.

BADM 353 Info Sys Analysis and Design credit: 3 Hours.
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. Same as ACCY 353. Prerequisite: BADM 350.

BADM 354 Mgmt of Data Communications credit: 3 Hours.
Course stresses a top-down, business oriented approach to evaluating and selecting data communications technology. Students who successfully complete this course gain practical knowledge of network telecommunications technology including hardware and software. They learn enough to allow them to help design systems that include network components. Prerequisite: BADM 350.

BADM 355 Enterprise Software Management credit: 3 Hours.
Almost every professional who works in a field related to Information Technology requires an understanding of how enterprise projects and IT projects, in general, should be managed. Provides fundamental managerial skills for students who will work on IT projects. Covers different kinds of enterprise software applications - Enterprise Resource Planning Systems, Customer Relationship management systems and supply chain management IT systems. Students will get hands-on understanding through a term project and project-management software. Discusses approaches to estimate and manage costs, schedules and resources. Students get an understanding of real-world challenges through case studies throughout the course. May be repeated in subsequent terms. Prerequisite: BADM 350.

BADM 356 Data Science and Analytics credit: 3 Hours.
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 359 Business Problem Formulation and Solution credit: 3 Hours.
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 New Product Marketing credit: 3 Hours.
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 320.

BADM 366 Product Design and Development credit: 3 Hours.
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.
Course is the first jointly taken course for the engineering and business college undergraduates in the Technology and Management program. It 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. Prerequisite: Admission to the Technology and Management program.

BADM 374 Management Decision Models credit: 3 Hours.
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.

BADM 375 Operations Management credit: 3 Hours.
Explores methods of design and management of manufacturing and service business processes; central concepts include managing process-speed, capacity, -inventory, and -uncertainty; additional topics include simultaneous product and process design, and an introduction to quality management, process improvement and lean thinking.

BADM 376 Enterprise Proc Integr & Dynm credit: 3 Hours.
Enterprise-level study of a business that focuses on the integration and management of many interrelated processes. The focus is on linkages between these business processes and the management of these linkages in a dynamic business environment. Prerequisite: BADM 375.
BADM 377 Project Management credit: 3 Hours.
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.
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.
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.
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.
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.
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 394 Senior Research I credit: 2 to 4 Hours.
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 Senior Research II credit: 1 to 4 Hours.
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. Additional fees may apply. See Class Schedule. May be repeated in the same or separate term for unlimited undergraduate hours. Not applicable to graduate or professional hours.

BADM 403 Corporate & Commercial Law credit: 4 Hours.
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.
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 436 Intl Business Immersion credit: 4 Hours.
Same as ACE 436. See ACE 436.

BADM 438 Agri-food Strategic Management credit: 3 Hours.
Same as ACE 431. See ACE 431.

BADM 440 Business Applications of GIS credit: 3 or 4 Hours.
Same as GEOG 440. See GEOG 440.

BADM 445 Small Business Consulting credit: 4 Hours.
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 Sm Bus Form credit: 4 Hours.
Studies entrepreneurship for those with a serious interest in owning their own business within five years of graduation; students prepare a comprehensive business plan for starting or acquiring such a business; also studies the problems of an existing small business. 4 undergraduate hours. 4 graduate hours.

BADM 447 Legal Strat for Entrepre Firm credit: 4 Hours.
Addresses the legal and managerial strategies important to the emerging firm, with particular focus on defensive legal strategies in the context of entrepreneurship. From the entrepreneur's perspective, examines the law of partnerships, sole proprietorships, corporations, joint ventures, agency, and defensive strategies to thwart takeovers. 4 undergraduate hours. 4 graduate hours.

BADM 449 Business Policy and Strategy credit: 3 Hours.
Analysis of policy formulation and implementation from a company-wide standpoint; emphasis on integration of knowledge and approaches across functional areas; both endogeneous and exogeneous factors which affect company policies; and the role of the firm in society. 3 undergraduate hours. No graduate credit.

BADM 451 E-com Apps & Web-based Systems credit: 3 or 4 Hours.
Provides students with technical skills for building web-based e-commerce applications using the Microsoft.NET framework as well as knowledge of web services. Topics include: ActiveServerPages.NET (ASP.NET), VisualBasic.NET (VB.NET), XML, web services, the Microsoft.NET framework. 3 undergraduate hours. 4 graduate hours. Prerequisite: BADM 350.

BADM 453 Decision Support Systems credit: 3 Hours.
This advanced course examines recent developments in information technology for managerial decision support with an emphasis on Internet-based and mobile information technologies. Real-world cases will be used to discuss the application of these technologies to management information systems. 3 undergraduate hours. No graduate credit.

BADM 454 Enterprise Computing Mgmt credit: 3 Hours.
Aims to prepare students with programming skills for building and managing enterprise applications. Java is used as the language for implementation. C and C++ are also introduced briefly. General principles of computing are emphasized over specific languages. 3 undergraduate hours. No graduate hours. Prerequisite: BADM 350.
BADM 458 IT Governance  credit: 3 or 4 Hours.
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.
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: 2 Hours.
Course is the capstone interdisciplinary new product development project
course for the Technology & Management Program. Students work in
cross-functional teams (joint business and engineering teams) to solve
new product development project problems provided by client firms.
Because the client firms differ each year, so do the problems. Same as
TMGT 461. 2 undergraduate hours. No graduate credit. May be repeated
up to 4 hours. Prerequisite: BADM 366, BADM 367, BADM 460.

BADM 501 Introduction to Business  credit: 4 Hours.
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.
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 Admin  credit: 2 Hours.
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. Approved for S/U grading
only. Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 504 Phil of Science and Bus Admin  credit: 2 Hours.
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 505 Stat Analysis w/Business App  credit: 4 Hours.
This topics course introduces the student to the theory and applications
of probability (deduction), statistics (inference) and data analysis
(linear models) that are relevant for the conduct of research in Business
Administration. May be repeated to a maximum of 8 hours. Students may
take each section (A and B) once for credit towards degree requirements.
Prerequisite: Ph.D. standing in BADM or consent of instructor.

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.
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.
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.
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 511 Topics in Personnel Mgmt  credit: 4 Hours.
Examines the organization and administration of the personnel function
in management; the relations of personnel administration to operating
departments and the scope of business and industrial personnel
services; analytical appraisal of policies and practices in selected
areas of personnel administration, such as selection and training,
carried out through case studies and direct industrial contracts; and
specificconsideration given to problems up to and including placing the
person on a job. Same as LER 548. Prerequisite: Consent of instructor.

BADM 512 HR Management and Strategy  credit: 4 Hours.
Same as LER 565. See LER 565.

BADM 513 Communication Strategy in Bus  credit: 2 Hours.
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. Prerequisite:
For MSM majors only.

Information listed in this catalog is current as of 03/2018
BADM 514 Managing Innovation credit: 2 Hours.
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.
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 518 Adv Topics in Org Behavior credit: 2 Hours.
Review and analysis of major organization theory topics stressing the sociological, economic and managerial foundations or macro organizational behavior. Topics include: the role of the social and economic environment on the functions, evolution and transformation of individual organizations; and inter-organizational relations, the ecology of organizations and institutional factors that shape organization action. 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 519 Adv Topics in Org Theory credit: 4 Hours.
Seminar in topics of organizational behavior and organizational theory. Topics include: Seminar in Organizational Behavior (explores the most recent research in the field of Organizational Behavior); and Seminar in Organizational Theory (explores the most recent research in the field of Organizational Theory). May be repeated in the same or separate terms 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 520 Marketing Management credit: 2 or 4 Hours.
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.
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 Marketing Models credit: 4 Hours.
Concepts, methods, and applications of decision modeling to marketing issues including segmentation, targeting and positioning, new product design and development, advertising, sales force and promotion planning, and sales forecasting. Assists students to build "smart" spreadsheets to improve marketing decisions.

BADM 523 Consumer Behavior credit: 4 Hours.
Studies alternative models of buyer behavior; focuses attention on psychological, sociological, and economic factors including motivation, learning, attitudes, personality, reference groups, social stratification, demographics, life-styles, and cross-cultural differences and their impact on purchasing, consumption, and choice decisions.

BADM 524 Pricing Strategy and Tactics credit: 4 Hours.
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.
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 Marketing to Organizations credit: 4 Hours.
Case and discussion-based course that focuses on how firms that are engaged in marketing to organizations. Examines how to identify competitive marketing advantages, assess market needs, and leverage or sustain these advantages.

BADM 527 Sales Force Management credit: 4 Hours.
Examines primary elements and problems in the area of sales force management; studies such topics as the dyadic interaction between the buyer and seller, the sales presentation, important salesperson characteristics, the selection, training, assignment, motivation, and compensation of salespeople, supervision and evaluation of the sales force, and coordination of the sales force with other elements in a firm's marketing program. Uses case studies.

BADM 528 Promotional Strategy credit: 4 Hours.
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.
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.
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.
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.
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 534  Marketing Theory and Systems  credit: 2 Hours.
Detailed review of approaches to marketing theory. Specific emphasis on
understanding the development of marketing theory and current trends in
marketing thought. By a comprehensive review of selected literature, the
student will be prepared to interpret and conduct research in marketing.
Prerequisite: Ph.D. standing in BADM or consent of instructor.

BADM 535  Global Business  credit: 2 Hours.
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.
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.
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. Prerequisite: Ph.D. standing in
BADM or consent of instructor.

BADM 539  Math Models in Marketing  credit: 4 Hours.
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.
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  Competitive Analysis  credit: 4 Hours.
Develops concepts and techniques critical for formulating competitive
strategy in a variety of business environments. Focuses on analyzing
the structure of industries, the evolution of this structure, the pattern
of interaction among competitors, and the competitive position and
advantage of firms in the industry.

BADM 543  Technology Strategy  credit: 2 or 4 Hours.
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.
Policy construction and planning of policy implementation at the
executive level; case studies of company-wide situations from the
management point of view; and integration and application of material
from previous courses. 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.
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.
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.
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.
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.
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  Technology Practicum  credit: 0 to 4 Hours.
This class 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 4 credit hours. Prerequisite: MSTM students.

BADM 551  Managing Intellectual Property  credit: 2 Hours.
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.
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.
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.
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.
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 556  Electronic Commerce  credit: 4 Hours.
Graduate seminar in Electronic Commerce (EC), focusing on the integration of IT and business models. Topics include: (1) business-to-consumer EC; (2) business-to-business EC; (3) enterprise information management; (4) infrastructure development; (5) knowledge management; and (6) EC strategy.

BADM 557  Dec Support and Knowledge Mgt  credit: 4 Hours.
This graduate level course examines emerging information technologies, in particular based on the Internet and mobile applications, to support management decisions. This course combines the technical, business and managerial aspects of developing advanced electronic business systems. Credit is not given for both BADM 557 and BADM 453.
**BADM 558  Software Prog Dev and Mgmt  credit: 4 Hours.**
Graduate level course. Covers software development principles and implementations. Course topics include: object-oriented programming, Java, C, C++, C#, with Java as the main language of implementation.

**BADM 559  Enterprise IT Governance  credit: 4 Hours.**
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 560  IT Consulting Management  credit: 4 Hours.**
This course enables students to comprehend, explore and manage issues confronting management consultants. The course aims to teach a balance between consulting principles and information technology (IT) management. The course is structured around five objectives of understanding the management consulting life-cycle, consulting tools and techniques, IT valuation methods, IT governance, and emerging IT trends and their impact. Students will prepare the most prevalent types of consulting engagements, conduct case-oriented research and analysis, understand the consulting engagement life-cycle, innovation management, while exploring and debating materials from industry thought-leaders. 4 graduate hours. No professional credit. Prerequisite: MBA, MSTM and IT Minors/Concentrations.

**BADM 561  Found of IS/IT Research  credit: 4 Hours.**
Doctoral seminar aimed at preparing students for conducting research in the IS/IT area. Topics covered include: IS/IT research methods, approaches, and applications. Different research perspectives are surveyed. Emphasizes the scholarly process and the development of IS/IT research programs for an academic career. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 562  Social Media Strategy  credit: 4 Hours.**
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.**
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.**
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  Design & Mgt of Service Sys  credit: 4 Hours.**
Focuses on unique challenges arising in services because customers cannot be separated from service creation and delivery processes; emphasizes integration of operations, marketing, and human resources management; and includes topics such as design/delivery of services, service quality/productivity, and strategic role of information technology in services.

**BADM 566  Supply Chain Management  credit: 2 or 4 Hours.**
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  Process Management  credit: 2 or 4 Hours.**
Introductory course in decision-making problems in production; includes the theoretical foundations for production management as well as the applications of decision-making techniques to production problems in the firm; and considers production processes, plant layout, maintenance, scheduling, quality control, and production control in particular.

**BADM 568  Planning and Control Systems  credit: 4 Hours.**
In-depth treatment of concepts involved in designing and implementing planning and control systems within the context of a dynamic environment; particular emphasis on the systematic use of information to maintain the efficient flow of materials, utilization of people and technology, coordination with suppliers, and communication with customers.

**BADM 569  Res Topics in Operations Mgt  credit: 4 Hours.**
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. May be repeated in the same or separate terms to a maximum of 12 hours. Prerequisite: Ph.D. standing in BADM or consent of instructor.

**BADM 570  Power & Leadership in Orgs  credit: 4 Hours.**
Organizations are political systems, so leadership is a political task that raises practical, ethical, and personal challenges. This course aims to help students better understand power in organizations and to become more effective political actors in their professional careers. The course will address normative questions about power’s legitimate purposes and the ethical constraints which should govern its use. We will also consider how the pursuit and attainment of power can affect people. In addition, the course will explore the nature of leadership and its relationship to power. Leadership, as we shall come to see in the course of the class, is an inherently ethical and personal concept. The course considers both realism and idealism, both “getting things done” and “doing the right thing.” The course involves reading a large number of cases and attempting to learn from the experiences of successful and failed organizational politicians/leaders. We will also draw upon a large body of popular management literature and social scientific research which has directly addressed the phenomena of power and leadership in and around organizations. The course will be highly interactive and discussion-based. 4 graduate hours. No professional credit. Prerequisite: Enrollment in the MBA, PMBA, or MSTM program.

**BADM 571  Digital Business & IT Strategy  credit: 2 Hours.**
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.

Information listed in this catalog is current as of 03/2018
BADM 572 Stat for Mgt Decision Making credit: 2 or 4 Hours.
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.
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.
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 Systems Modeling & Simulation credit: 4 Hours.
Elements of computer simulations, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running, and of interpreting computer simulation. Same as CS 545. Prerequisite: CS 105 or CS 125 and STAT 400, or equivalent background in computer and statistical principles, or consent of the instructor.

BADM 576 Data Science and Analytics credit: 4 Hours.
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 578 Stochastic Models in Mgmt Sci credit: 4 Hours.
Application of Markov processes to describe, analyze, and design systems of interest in management science, including queues, inventory, production, brand loyalty, stock market, and other applications. Prerequisite: MATH 461 or STAT 400, or equivalent.

BADM 579 Math Prog for Mgmt Science credit: 4 Hours.
Mathematical programming models (linear, integer, quadratic, nonlinear, dynamic, and combinatorial) used to describe, analyze, and design systems such as production, transportation, scheduling, and planning. Prerequisite: MATH 415 or equivalent.
BADM 593  Research in Special Fields  credit: 1 to 8 Hours.
Approved for both letter and S/U grading.

BADM 594  Independent Study and Research  credit: 2 or 4 Hours.
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.
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 596  Entrship for Prof Scientists  credit: 1 Hour.
Focuses on how to start and grow a business. The first part of the course
concentrates on opportunity evaluation and business plan development.
The second part explores the strategic challenges of managing growth
and realizing value.

BADM 597  Global Strategy  credit: 1 Hour.
Provides an overview of competition in the global environment.
Introduces several key frameworks for understanding how firms create
value by matching their internal strengths and weaknesses with the
opportunities and threats posed by their environments. Examines how
value creation differs as firms compete in a global setting. The course
builds on innovative managerial theory, and applies key learning using
cases and managerial exercises.

BADM 598  Managing Tech & Innovation  credit: 1 Hour.
Innovation and technology management deals with understanding how
innovation affects the competitive dynamics of markets and how firms
can strategically manage innovation. Introduces and employs various
tools, concepts, and analytical frameworks that enhance our ability to
define and analyze strategic problems that stem from innovation and
technological change, and to identify sources of competitive advantage
from both an industry and firm-level perspective.

BADM 599  Dissertation Research  credit: 0 to 16 Hours.
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.