

# BUSINESS ADMINISTRATION (BSAD)

## **BSAD 8000 BUSINESS ETHICS: ACHIEVING SOCIAL RESPONSIBILITY (2 credits)**

This core MBA course will explore the relationship between law and ethics, will examine the generally-accepted theoretical principles associated with doing business ethically, and will examine practical ethical issues associated with various facets of business.

**Prerequisite(s)/Corequisite(s):** BSAD 8060 or BSAD 8070 (prior to or concurrent) or admission to the MAcc program. Students with an undergraduate major or a graduate degree in Law may not include this course in a plan of study for the MBA degree. Not open to non-degree students

## **BSAD 8010 LEGAL, SOCIAL AND ETHICAL ENVIRONMENT (3 credits)**

Focus upon law and ethics. Business law, legal processes, and regulation will be the subject matter focus. Business ethics will be a recurring focus of analysis. Analysis of the social environment will include public policy. Both subject matter and analysis will be integrated to build the student's critical thinking skills.

**Prerequisite(s)/Corequisite(s):** Completion of MBA foundation requirements and BSAD 8060 (BSAD 8060 prior to or concurrent); or admission to the MAcc program. Not open to nondegree students.

## **BSAD 8020 ENVIRONMENTAL ECONOMICS AND MANAGEMENT (3 credits)**

This course covers topics related to environmental economics and policy, with an emphasis on comparative policy analysis and business strategies towards the environment. (Cross-listed with ECON 8020)

**Prerequisite(s)/Corequisite(s):** Principles of Microeconomics (ECON 2200) and Principles of Macroeconomics (ECON 2220), or Analytical Foundations of Economics (BSAD 8180), or permission of the instructor. Not open to non-degree graduate students.

## **BSAD 8026 RESEARCH METHODS IN ECONOMICS AND BUSINESS (3 credits)**

Covers the methodology of economics: choosing a research topic, literature search tools, data source identification, data summary techniques, basic statistical data analysis using statistical packages, and clear economics writing. The student will become familiar with these techniques through text materials, journal studies, and completion of an empirical economics paper. (Cross-listed with ECON8296.)

**Prerequisite(s)/Corequisite(s):** Graduate standing. Not open to nondegree students.

## **BSAD 8030 INFORMATION TECHNOLOGY IN BUSINESS (3 credits)**

The premise of this course is that today's managers must learn to use information technology to create competitive firms, manage global corporations and provide useful products and services to customers. Accordingly, the content of this course is focused on use of information technology for competitive advantage. Students will develop case studies of firms who have achieved this objective. Furthermore, the course will address emerging technologies and their current and potential application.

**Prerequisite(s)/Corequisite(s):** Completion of MBA foundation courses and BSAD 8060 (prior to or concurrent). Not open to nondegree students.

## **BSAD 8040 BUSINESS AND INFORMATION TECHNOLOGY: CONNECTING PEOPLE AND INFORMATION (2 credits)**

The premise of this course is that today's managers must learn to use information technology to create competitive firms, manage global corporations and provide useful products and services to customers. Accordingly, the content of this course is focused on use of information technology for competitive advantage. Students will develop case studies of firms who have achieved this objective. Furthermore, the course will address emerging technologies and their current and potential application.

**Prerequisite(s)/Corequisite(s):** BSAD 8060 or BSAD 8070 (prior to or concurrent). Students with an undergraduate major or a graduate degree in management information systems may not include this course in a plan of study for the MBA degree. Not open to non-degree graduate students.

## **BSAD 8050 BUSINESS CONDITIONS ANALYSIS (3 credits)**

This course is concerned with the statistical measurement and evaluation of general business conditions, and the adaptation of business policies to changing business conditions. Emphasis is placed upon the practical application of the statistical techniques of analysis to the business situation, within the framework of the aggregate economy.

**Prerequisite(s)/Corequisite(s):** ECON 2200 or BSAD 8180. Not open to nondegree students.

## **BSAD 8060 PEOPLE: CULTIVATING SKILLS FOR LEADERSHIP (2 credits)**

This course will prepare students with the skills to effectively enact the critical leadership skills of listening, employee feedback and coaching, goal-setting, empowerment/delegation, influencing, interviewing, conflict, negotiation, intercultural awareness, team/group discussions, and business etiquette.

**Prerequisite(s)/Corequisite(s):** Admission to the MBA program. Not open to non-degree graduate students.

## **BSAD 8070 EXECUTIVE COMMUNICATION (1 credit)**

This course emphasizes both strategic and practical approaches to business communication from an executive perspective and provides students with tools to improve their business communication skills. This course will focus on composing effective executive/business documents business reports, and briefings.

**Prerequisite(s)/Corequisite(s):** Enrollment in Executive MBA Program. Not open to non-degree graduate students.

## **BSAD 8080 BUSINESS FORECASTING (3 credits)**

This course includes a comprehensive survey of forecasting methods and in-depth study of selected techniques most commonly used in business environments. Emphasis is given to an application and therefore students will be required to develop forecasting models and test their performance as part of their course. (Cross-listing with ECON 8310).

**Prerequisite(s)/Corequisite(s):** Admission to Graduate College and one semester of statistics. Not open to non-degree graduate students.

## **BSAD 8090 ESSENTIAL LEADERSHIP SKILLS (3 credits)**

This course will teach students the interpersonal skills necessary to effectively manage others. Second, this course will serve as a vehicle to assess the business content knowledge and computer literacy of incoming MBA students in order to provide customized remediation recommendations for each student. Third, the course will collect information that will be used for assessment and accreditation purposes to evaluate the effectiveness of the MBA program. This course will address the following MBA program themes: communication, change agent, teamwork, information technology, critical thinking and information gathering and analysis.

**Prerequisite(s)/Corequisite(s):** Admission to the MBA program and completion of MBA foundation courses (or equivalent) or may be taken concurrently with the final foundation course. Not open to nondegree students.

**BSAD 8096 PRINCIPLES OF COLLABORATION (3 credits)**

Students will work with techniques for team leadership, interpersonal collaboration, consensus-building, creative problem solving, negotiation, facilitation, group process design, collaborative workspace design, and collaboration engineering. Students will gain hands-on experience with collaboration technologies. (Cross-listed with MGMT 4090, ITIN 4090)

**Prerequisite(s)/Corequisite(s):** Admission to a graduate program at UNO or the STRATCOM Leader Fellow Program. Not open to non-degree students.

**BSAD 8100 MANAGERIAL ECONOMICS (3 credits)**

The course will offer students tools of analysis drawn from consumer theory and the theory of the firm in order to improve the understanding of human behavior as it is constrained in the context of business decision-making.

This course is intended for students who are seeking the degree of Master of Science in Economics or the degree of Master of Business Administration. (Cross-listed with ECON 8210).

**Prerequisite(s)/Corequisite(s):** ECON 2200 and 2220 or BSAD 8180 and BSAD 8060. BSAD 8060 may be taken prior to or concurrent. Not open to nondegree students.

**BSAD 8110 ACCOUNTING AND FINANCIAL FUNDAMENTALS (3 credits)**

The course is designed to give incoming graduate students the foundation in accounting that is necessary for subsequent graduate courses. Emphasis is on introducing the students to as many accounting concepts as possible.

**Prerequisite(s)/Corequisite(s):** Graduate admission or permission of the appropriate graduate advisor. This course cannot be used in a plan of study for any graduate program at UNO. Not open to non-degree graduate students.

**BSAD 8150 ECONOMICS: ESSENTIAL CONCEPTS FOR MANAGERS (2 credits)**

This course exposes MBA students to fundamental economic concepts necessary for successful business planning and financial success. Topics include: Comparative advantage and international trade, market dynamics, the role that the competitive landscape plays in company decision-making, macroeconomic growth and development, and monetary and fiscal policy and their impact on business activity.

**Prerequisite(s)/Corequisite(s):** BSAD 8060 or BSAD 8070 (prior to or concurrent). Students with an undergraduate major or a graduate degree in economics may not include this course on their plan of study for the MBA degree. Not open to non-degree graduate students.

**BSAD 8180 ANALYTICAL FOUNDATIONS OF ECONOMICS (3 credits)**

To familiarize students with the basic economic theory and policy analysis (principles level) required to analyze economic problems and to understand and evaluate recommendations designed to solve those problems. This is a course for students and professionals seeking a degree of Master of Business Administration with little or no formal background in economics.

**Prerequisite(s)/Corequisite(s):** Graduate. This course cannot be used in a plan of study for any graduate program at UNO. Not open to non-degree graduate students.

**BSAD 8200 MANAGERIAL ACCOUNTING (3 credits)**

A study of concepts, analysis and procedures of accounting utilizing internal financial and non-financial data which provides management with information for planning and controlling routine operations, for non-routine decisions, policy-making and long-range planning; and for external reporting to stockholders, governments and interested parties.

**Prerequisite(s)/Corequisite(s):** ACCT 2010 and 2020 or BSAD 8110, and BSAD 8060. BSAD 8060 may be taken prior to or concurrent. Not open to nondegree students.

**BSAD 8206 CONSULTATIVE SELLING PRINCIPLES (3 credits)**

The primary focus of the Consultative Selling Principles course is to develop the behaviors, methodologies, principles, and processes required to successfully lead and manage complex selling initiatives to a win-win close. The course examines and applies, through role playing and other activities, the critical relationship building, critical thinking, problem solving, listening and negotiating capabilities which are the foundation skills underlying consultative selling. (Cross-listed with MKT 4200)

**Prerequisite(s)/Corequisite(s):** MKT 3310 with 'C+' or better; MKT 3100 with C+ or better; GPA of 2.5 or better; or permission of instructor. Not open to non-degree graduate students.

**BSAD 8210 ACCOUNTING: DECISIONS & CONSEQUENCES (2 credits)**

Managers and administrators must be able to understand, analyze, and use accounting information to make operational and strategic business decisions. In this course, we will study practical uses of accounting information to address the problems and decisions managers face in business. Emphasis is placed on the user of accounting information rather than the preparer. Upon completion of this course, a student should be able to use accounting information to make management decisions, understand how accounting rules inform those decisions, and consequently, how those decisions affect a company's financial reports.

**Prerequisite(s)/Corequisite(s):** BSAD 8060 or BSAD 8070 (prior to or concurrent). Students with an undergraduate major or graduate degree in accounting may not include this course on their plan of study for the MBA degree. Not open to non-degree graduate students.

**BSAD 8216 SELLING FINANCIAL SERVICES (3 credits)**

Selling Financial Services concentrates on methods to effectively sell services and products in the financial services industry, including the banking, brokerage and insurance sectors. Targeting, initiating, and acquiring client relationships, expanding business opportunities, and maintaining long-term client relationships are the course's focal points. This integrative course is designed to provide students with a basic understanding of the selling profession and sales culture within the financial services industry. (Cross-listed with MKT 4210)

**Prerequisite(s)/Corequisite(s):** Not open to non-degree graduate students.

**BSAD 8226 GLOBAL STRATEGIC ACCOUNT MANAGEMENT (3 credits)**

Throughout this course, the management of strategic account programs at national, multi-country, and global levels will be addressed. The primary focus of the curriculum is on the critical success factors for driving revenue, sustainable long term-growth and profitability with a base of core strategic buyers.

**Prerequisite(s)/Corequisite(s):** Senior or graduate student standing and permission of the instructor. Not open to non-degree graduate students.

**BSAD 8230 CHANGE MANAGEMENT (2 credits)**

This course provides a theoretical as well as pragmatic approach to change management for executive and senior level leaders in all types of organizations. Focus is given to organizational structure, managing culture, and critical components of senior level management effectiveness in leading change.

**Prerequisite(s)/Corequisite(s):** Enrollment in the Executive MBA program. Not open to non-degree graduate students.

**BSAD 8240 EXECUTIVE LEADERSHIP DEVELOPMENT (2 credits)**

This course aims to enhance the leadership effectiveness of students by developing executive competencies in problem solving, collaborative behaviors, teamwork, and conflict resolution. Students will gain crucial experience in using effective leadership tools to become leaders who act with a deeper understanding of themselves, their organizations, and their communities, and contribute positively to the growth of each.

**Prerequisite(s)/Corequisite(s):** Enrollment in UNO's Executive MBA program. Not open to non-degree graduate students.

**BSAD 8250 ORGANIZATIONAL BEHAVIOR: ENHANCING HUMAN & ORGANIZATIONAL CAPABILITIES (2 credits)**

This course will prepare students with the knowledge necessary to manage and lead organizations effectively. Students will learn management theories, understand important research findings in organizational behavior, and apply both theory and research results to real organizational situations, thus giving them the capacity to use OB theories to enhance organizational effectiveness.

**Prerequisite(s)/Corequisite(s):** BSAD 8060 or BSAD 8070 (prior to or concurrent). Students with an undergraduate major or a graduate degree in management may not include this course on their plan of study for the MBA degree. Not open to non-degree graduate students.

**BSAD 8260 ACCOUNTING THEORY & PRACTICE (2 credits)**

This course is designed to enhance students' understanding of financial statements and how executive decisions can influence these statements. Financial statements, including footnotes and explanatory material, are the primary instruments utilized by parties external to the enterprise in making judgments about the enterprise. By understanding how management decisions are reflected in the financial statements, managers will understand how they can influence their judgment.

**Prerequisite(s)/Corequisite(s):** Enrollment in UNO's Executive MBA program. Not open to non-degree graduate students.

**BSAD 8270 CONTEMPORARY ECONOMICS FOR BUSINESS MANAGEMENT (3 credits)**

Only students who have been admitted to the Executive MBA program may take this course. This course will familiarize students and professionals with the microeconomic and the macroeconomic principles relevant to: (a) individual and business firm decision-making; (b) the domestic and international environment in which economic decisions are made; (c) the evaluation of policies designed to solve economic problems.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8280 STEWARDSHIP OF THE FIRM'S RESOURCES: HUMAN RESOURCE MANAGEMENT (2 credits)**

This course provides a comprehensive review of effective human resource theory and practice with an emphasis on managerial influence on attracting, retaining, developing, and rewarding employees.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8290 MARKETING MANAGEMENT (3 credits)**

Only students who have been admitted to the Executive MBA program may take this course. As this course is the initial course of marketing in the degree program, it establishes the basic foundation of the marketing discipline as well as provides the basis for further exploration and study of the discipline of marketing. The foundation of principles, concepts and nomenclature of marketing are the primary structure of the course. It is intended to provide a comprehensive knowledge of marketing. Further, the course challenges the students to explore further the applications of the foundation knowledge of the course.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8300 ORGANIZATION THEORY & DESIGN (3 credits)**

A study of theories and guidelines for enhancing organizational effectiveness by matching an organization's structure to its environment, strategy, technology and size.

**Prerequisite(s)/Corequisite(s):** Graduate. Not open to nondegree students.

**BSAD 8310 MANAGING PERFORMANCE IN ORGANIZATIONS (3 credits)**

A human behavior course emphasizing the areas of individual behavior, interpersonal behavior, group behavior and the interplay of human and non-human factors.

**Prerequisite(s)/Corequisite(s):** Essential Leadership Skills (BSAD 8060) or admission to the MAcc program. Not open to nondegree students.

**BSAD 8320 SEMINAR IN HUMAN RESOURCE MANAGEMENT (3 credits)**

Extensive treatment of the relevant developing theories and coverage of certain new methods, techniques and procedures that relate to personnel administration and human resource management. Efforts are made to select and present material to illustrate the practical, applied aspects of resource management and personnel administration, as related to human problems in organizations.

**Prerequisite(s)/Corequisite(s):** Graduate. Not open to non-degree graduate students.

**BSAD 8326 SALES MANAGEMENT (3 credits)**

The student will be exposed to the current research findings in sales management and to business cases where the theories and concepts will be applied. The cases will come from either academic sources such as the Harvard Business School or from business owners and managers from the local business community. (Cross-listed with MKT 4320.)

**Prerequisite(s)/Corequisite(s):** Admission to Graduate College, MBA Program or by permission of the instructor. Not open to non-degree graduate students.

**BSAD 8330 STRATEGIC COLLABORATION: LEADING HIGH IMPACT TEAMS (1 credit)**

This course is designed to enhance students' understanding of collaboration principles, practices and processes. In this interactive course, students will learn how to utilize collaboration tools and techniques and creative problem solving methods to enhance strategic decision making. Other concepts that will be introduced include building and assessing high-performing teams, managing and leading teams, identifying and resolving team dysfunctions, and team decision making approaches. Ultimately, students will learn how to be more influential and improve interactions so people and organizations can work together more efficiently.

**Prerequisite(s)/Corequisite(s):** Enrollment in Executive MBA Program. Not open to non-degree graduate students.

**BSAD 8336 PROJECT MANAGEMENT (3 credits)**

This course will focus on the planning and execution of complex projects within an organization. Students will learn how to conduct stakeholder analysis, plan the scope of a project, develop a project budget, lead a project team, and define the steps necessary to bring a complex project to a successful conclusion. Students will recognize how the strategy, structure, and culture of an organization can be used to identify and prioritize complex projects. (Cross-listed with MGMT 4330, SCMT 4330)

**Prerequisite(s)/Corequisite(s):** Admission to Graduate College, MBA Program; or by permission of the instructor. Not open to non-degree graduate students.

**BSAD 8340 INTERNATIONAL BUSINESS STUDY ABROAD (3 credits)**

This course provides students with an international business and cultural experience through a study tour in a selected international location. Students will develop an understanding of the factors that affect international business decisions by visiting American companies operating abroad and foreign companies that export goods and services to the U.S. Typically, travel is conducted during Spring Break.

**Prerequisite(s)/Corequisite(s):** Instructor Permission. Not open to non-degree graduate students.

**BSAD 8350 SEMINAR IN MANAGEMENT (3 credits)**

A student participation course emphasizing current issues and problems in the areas of management theory and operation.

**Prerequisite(s)/Corequisite(s):** Graduate. Not open to nondegree students.

**BSAD 8356 GLOBAL SOURCING AND INNOVATION (3 credits)**

This course will focus on global suppliers as partners in the development and commercialization of new products. Students will learn about open innovation and the integration of internal and external business systems focused on new product innovation. Students will develop an understanding of regulatory policies related to information sharing and the intellectual property rights of buyers and suppliers. (Cross-listed with SCMT 4350)  
**Prerequisite(s)/Corequisite(s):** Admission to Graduate College, MBA Program or by permission of the instructor. Not open to non-degree graduate students.

**BSAD 8360 FINANCIAL MANAGEMENT FOR EXECUTIVES (3 credits)**

Students will develop strategic decision making skills by using financial concepts including time value of money, capital budgeting processes, cash flow forecasting and project risk analysis. Topics covered include: capital budgeting, financial statement analysis, capital structure, financial risk analysis and others..

**Prerequisite(s)/Corequisite(s):** Enrollment in the Executive MBA program. Not open to non-degree graduate students.

**BSAD 8366 E-MARKETING (3 credits)**

The focus of this course is understanding the Internet as a marketing tool. The content includes discussion of how the Internet is used by businesses for designing products, pricing, promotions, and distributions thereof. The larger impact of the Internet on businesses and future trends also is discussed. (Cross-listed with MKT 4360.)

**Prerequisite(s)/Corequisite(s):** BSAD 8400 with a grade of 'B' or above. Not open to nondegree students.

**BSAD 8370 BUSINESS LAW AND ETHICS (2 credits)**

Only students who have been admitted to the Executive MBA program may take this course. A comprehensive examination of the existing structure and mechanisms used to resolve disputes in the United States, which allows the student to understand the strengths and weaknesses of this system. It will specifically examine the body of substantive law that affects management, including court decisions, statutes (federal and state), traditional ethical theories as they relate to the law, and international problems that exist in the legal environment.

**Prerequisite(s)/Corequisite(s):** Enrollment in Executive MBA Program. Not open to non-degree graduate students.

**BSAD 8376 SUPPLY CHAIN ANALYTICS (3 credits)**

This course focuses on the integration of supply chain management through the use of key performance indicators. Key concepts in this course include data visualization, supplier performance metrics, service-dominant logic, and the supply chain for data. Specific topics include the influence of the empowered customer on supply chain metrics, using metrics to develop a competitive advantage, data-driven decision making, and the four stages of actionable intelligence. (Cross-listed with SCMT 4370)

**Prerequisite(s)/Corequisite(s):** Admission to Graduate College, MBA Program or by permission of the instructor. Not open to non-degree students.

**BSAD 8380 STRATEGIC OPERATIONS MANAGEMENT (2 credits)**

Students will learn how effective decision-making skills can be used to create a long-term competitive advantage for an organization through operational excellence. Key concepts in this course will include operations management, quality management, and data analytics. Specific topics will include process improvement, quality assurance, supply chain management, project management, and performance assessment.

**Prerequisite(s)/Corequisite(s):** Enrollment in UNO's Executive MBA program. Not open to non-degree graduate students.

**BSAD 8386 INDUSTRIAL PURCHASING AND LOGISTICS MANAGEMENT (3 credits)**

This course will focus on the strategic procurement of products and services in order to gain a competitive advantage through integrated supply management. Students will learn about strategic supply management, contract negotiation, and supplier quality management. Students will develop an understanding of supplier performance management through the use of supply chain information systems. (Cross-listed with MKT 4380, SCMT 4380)

**Prerequisite(s)/Corequisite(s):** Admission to Graduate College, MBA Program or by permission of the instructor. Not open to non-degree graduate students.

**BSAD 8390 CONTEMPORARY ACCOUNTING SYSTEMS: MANAGEMENT ACCOUNTING (3 credits)**

Only students who have been admitted to the Executive MBA program may take this course. The course is designed to give students an in-depth understanding of how accounting information is used by management decision-makers. The accounting information system generates information managers use for pricing, budgeting, performance appraisal, purchasing production, capital acquisition, etc. The course focuses on both theoretical and practical dimensions of the topic.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8400 MARKETING POLICIES (3 credits)**

This course provides an introduction to the fundamental concepts of marketing, including a customer orientation, matched with attention to competition and core strengths. The course will illustrate strategies and principles that will help you understand how marketing managers, product managers or service managers must think through their situations, determine their goals and lay a course to achieve those goals.

**Prerequisite(s)/Corequisite(s):** Completion of MBA foundation courses and BSAD 8060 (prior to or concurrent); or admission to MAcc program. Not open to nondegree students.

**BSAD 8420 MARKETING: UNDERSTANDING CONSUMERS AND MARKETS (2 credits)**

This course exposes MBA students to the fundamental concepts, practices and issues of marketing. A wide range of marketing practices and structures will be explored including product and service firms, consumer and business markets, profit and not-for-profit organizations, domestic and global companies, and small and large businesses.

**Prerequisite(s)/Corequisite(s):** BSAD 8060 or BSAD 8070 (prior to or concurrent). Students with an undergraduate major or a graduate degree in marketing may not include this course on their plan of study for the MBA degree. Not open to non-degree graduate students.

**BSAD 8426 BUSINESS DEMOGRAPHICS (3 credits)**

The development of a demographic perspective to assist in understanding the business environment and business policy. How population change impacts upon consumer markets and all of the functions (for example, accounting, finance and management) that must exist for these markets to perform. Includes a history of population change and policy as well as a view toward international population considerations. (Cross-listed with MKT 4420.)

**Prerequisite(s)/Corequisite(s):** Graduate standing. Not open to non-degree graduate students.

**BSAD 8430 STRATEGIC BRAND MANAGEMENT (3 credits)**

An exploration of the characteristics, meanings, and management of brands in the business world. The course examines brands as a strategic asset, and draws on managerial, consumer, and cultural perspectives.

**Prerequisite(s)/Corequisite(s):** BSAD 8420 or permission of instructor. Not open to nondegree students.



**BSAD 8440 DECISION ANALYTICS (2 credits)**

Students will learn to use statistical and decision making tools to interpret data to solve practical management problems and gain desired results. Areas of focus will include market research, decision analysis, data analytics, and business forecasting.

**Prerequisite(s)/Corequisite(s):** Enrollment in Executive MBA Program. Not open to non-degree graduate students.

**BSAD 8450 SEMINAR IN MARKETING (3 credits)**

Exploration, study and critical analysis of contemporary marketing problems, trends, methods and approaches for seminar discussion and written report.

**Prerequisite(s)/Corequisite(s):** Graduate. Not open to nondegree students.

**BSAD 8456 MANAGERIAL NEGOTIATION STRATEGIES (3 credits)**

This course introduces students to the theory and practice of negotiation. The ability to negotiate successfully rests on a combination of analytical and interpersonal skills. In this course we will develop a set of conceptual frameworks that should help students better analyze negotiations in general and prepare more effectively for future negotiations in which they may be involved. This course is designed to help students better understand the theories, processes, and practices of negotiation, as well as conflict resolution and relationship management so that students can be more effective negotiators in a wide variety of situations. (Cross-listed with MGMT 4450, SCMT 4450).

**BSAD 8460 MANAGEMENT AND ORGANIZATION THEORY (3 credits)**

Only students who have been admitted to the Executive MBA program may take this course. A systematic analysis of the principles and concepts of organization and management theory including the basic process of management and the fundamentals of organization design. From a micro perspective, the course focuses on the planning, organizing, directing and controlling functions of management with emphasis on the classical, neoclassical, behavioral and systems schools of thought. From a macro perspective, the course focuses on the relationships between such factors as environment, goals, strategy, management process and organizational structure.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8470 INVESTMENT MANAGEMENT FOR EXECUTIVES (3 credits)**

Only students who have been admitted to the Executive MBA program may take this course. Investigation of the principles involved in building an investment portfolio of securities, and financial analysis of securities, and in learning practices of the securities markets.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8480 APPLICATIONS IN ECONOMICS (2 credits)**

Students will learn how to apply micro-economic concepts to corporate strategy. Topics covered include demand analysis and consumer behavior, cost efficiencies such as economies of scale and scope, market structure and strategic pricing, applications of game theory to strategy, and others. The course will also cover macroeconomic conditions and concepts that affect business decisions such as the detection, measurement, and determinants of business cycles and the resulting impact of macroeconomic policy.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8490 IT: LEVERAGING TECHNOLOGY FOR COMPETITIVE ADVANTAGE (2 credits)**

The premise of this course is that today's executives and managers must learn to use information technology to create competitive firms, manage global corporations and provide useful products and services to customers. Accordingly, the content of this course is focused on use of information technology for competitive advantage. Students will develop case studies of firms who have achieved this objective. Furthermore, the course will address emerging technologies and their current and potential application.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8500 FINANCIAL MANAGEMENT (3 credits)**

This course is an introduction to corporate financial management. Lectures and case studies will be used to acquaint the student with financial decision-making involving such topics as capital budgeting, working capital management, financial statement analysis, capital structure policy and others. This course is required for all students working toward the Master of Business Administration degree.

**Prerequisite(s)/Corequisite(s):** Completion of MBA foundation requirements and BSAD 8060, 8100 and 8200; or admission to the MAcc program. Not open to nondegree students.

**BSAD 8510 SECURITY ANALYSIS (3 credits)**

Study of the efficient market, fundamental and technical analysis approaches for the valuation of marketable securities. Methods of analysis are considered for the economy, industry groups and individual corporations.

**Prerequisite(s)/Corequisite(s):** BSAD 8500. Not open to nondegree students.

**BSAD 8520 SEMINAR INVESTMENT MANAGEMENT (3 credits)**

Modern Portfolio Theory of Investment Management and its application in formulation of policies for individuals and institutional investors. Qualitative and quantitative analysis of the risks and returns of portfolio management using efficient market, fundamental and technical analysis approaches.

**Prerequisite(s)/Corequisite(s):** BSAD 8510. Not open to nondegree students.

**BSAD 8530 BANK & FINANCIAL MARKETS (3 credits)**

A comprehensive study of the structure and functioning of financial firms and markets; recent policies affecting the financial system; proposals for structural and functional changes of the financial system.

**Prerequisite(s)/Corequisite(s):** BSAD 8500. Not open to nondegree students.

**BSAD 8540 MULTINATIONAL FINANCIAL MANAGEMENT (3 credits)**

The focus of this course is on multinational financial management as viewed and practiced by the multinational firm and on current developments in international financial markets, including global banking. Familiarity with certain areas of the firm's environment, such as the international monetary system, the European Monetary System, and determination of exchange rates under alternative regimes, is essential to the international financial manager.

**Prerequisite(s)/Corequisite(s):** BSAD 8500. Not open to nondegree students.

**BSAD 8550 SEMINAR IN FINANCE (1-3 credits)**

Selected topics from areas of business finance.

**Prerequisite(s)/Corequisite(s):** BSAD 8500. Not open to nondegree students.

**BSAD 8560 MARKETING STRATEGIES (3 credits)**

Marketing is the core of an operating business. Marketing is the art and science of creating customer value and market place exchanges that benefit the organization and its stakeholders. It is an organizational philosophy and a set of guiding principles for interfacing with customers, competitors, collaborators, and the environment. Students will learn how successful businesses match their objectives and resources with opportunities in the marketplace by identifying and measuring consumer needs, determining target markets and deciding which products and services to offer. Strategies for pricing, promoting and distributing the firm's products and services to create competitive advantage in domestic and international markets are covered.

**Prerequisite(s)/Corequisite(s):** Enrollment in UNO's Executive MBA program. Not open to non-degree graduate students.

**BSAD 8566 STATE AND LOCAL FINANCE (3 credits)**

Theoretical and policy analysis of state and local government fiscal behavior. Revenues, expenditures, borrowing and intergovernmental fiscal relations. Applications to education, transportation, and economics development. (Cross-listed with FNBK 4560).

**Prerequisite(s)/Corequisite(s):** ECON 2200 and 2220 or BSAD 8180. Not open to nondegree students.

**BSAD 8570 STRATEGIC MANAGEMENT (3 credits)**

This course centers around the theme that a company achieves sustained success if and only if its managers (1) develop, and revise as needed, an action-oriented strategic plan and (2) implement and execute the plan with some proficiency. Students will develop the strategic thinking skills needed to formulate and execute successful strategies for firms/organizations in a variety of industries and dynamic environments. Emphasis is given to the contributions of several business disciplines of study, such as marketing, finance and management, to understanding both the internal operations of the organization and the influences of the external environment. This course is integrative and introduces both the theory and practice that enables that integrative process.

**Prerequisite(s)/Corequisite(s):** Enrollment in UNO's Executive MBA program. Not open to non-degree graduate students.

**BSAD 8576 INVESTMENT MANAGEMENT FOR FINANCIAL ANALYSTS (3 credits)**

This course provides critical knowledge needed for students pursuing a career in investment management. The topic areas bridge academic theory, current industry practice, and ethical and professional standards and comprehensively address the areas assessed in the Chartered Financial Analyst examinations. (Cross-listed with FNBK 4570)

**Prerequisite(s)/Corequisite(s):** Graduate standing. Not open to non-degree graduate students.

**BSAD 8580 INTERNATIONAL: COMPETING IN GLOBAL MARKETS (3 credits)**

Students will develop an understanding of the evolution of the global political economy, challenges faced when operating in the global business environment, and how to evaluate the risks and returns of global expansion. Students will also learn how to effectively communicate in international settings, to successfully manage international conflicts and to conduct effective cross-border business negotiations.

**Prerequisite(s)/Corequisite(s):** Enrollment in the Executive MBA Program. Not open to nondegree students.

**BSAD 8590 SEMINAR IN BUSINESS ADMINISTRATION (3 credits)**

This course hosts the international business consulting project. Both a theory and a practical course, it examines opportunities and challenges for a domestic U.S. firm or industry attempting to enter or expand its presence in an international market. Emphasis is placed on developing focused and appropriate research objectives, the collection and analysis of data for decision-making, development and evaluation of strategy alternatives, and on the production and presentation of a professional, prescriptive consulting report.

**Prerequisite(s)/Corequisite(s):** Admittance to the Executive MBA Program. Not open to nondegree students.

**BSAD 8596 RISK MANAGEMENT FOR BUSINESS MANAGERS (3 credits)**

An analysis of risk management techniques for handling the risk exposures most businesses face, including insurance, self insurance, risk control, and risk avoidance, among others. (Cross-listed with FNBK 4590.)

**BSAD 8600 REAL ESTATE & LAND USE THEORY (3 credits)**

This course brings together the best of the technical literature dealing with the development of advanced tools of analysis and concepts of Real Estate and Land Use Economics. The tools are presented and developed which assist real estate decision-makers in identifying and evaluating professionally the complex factors which determine real estate productivity, value, investment and land-use patterns.

**Prerequisite(s)/Corequisite(s):** ECON 2200 and 2220 or BSAD 8180. Not open to nondegree students.

**BSAD 8606 FINANCIAL RISK MANAGEMENT (3 credits)**

The course provides students with an intermediate level analysis of financial derivatives, and the use of these instruments for managing risk in financial institutions. (Cross-listed with FNBK 4600.)

**Prerequisite(s)/Corequisite(s):** BSAD 8500 and 8510 or their equivalent, and graduate standing. Not open to nondegree students.

**BSAD 8610 CURRENT PROBLEMS IN REAL ESTATE AND LAND USE ECONOMICS (3 credits)**

A study of current problems in real estate markets affecting decision policies in the private and public sectors. Analysis of economics of land development and use and re-use of real property to provide a viable environment for all citizens.

**Prerequisite(s)/Corequisite(s):** RELU 2410, 4400, 4410 and LAWS 3460 or equivalent experience. Not open to nondegree students.

**BSAD 8620 VALUATION OF INTELLECTUAL PROPERTY (3 credits)**

Intellectual Property (IP) is critical to business success. Accounting, economics, and finance all struggle to quantify "value" of individual IP (e.g., trademark) and bundles of IP (e.g., patent pool). Value depends on the context (e.g., infringement versus depreciation versus sale). This course focuses on application of theory.

**Prerequisite(s)/Corequisite(s):** BSAD 8010 or BSAD 8100 or BSAD 8110 or BSAD 8500, or its equivalents. Not open to non-degree graduate students.

**BSAD 8630 FINANCE: UNDERSTANDING CAPITAL AND CASH (2 credits)**

As a comprehensive introduction to financial management, the course will cover various fields of finance and discuss topics including the time value of money, bond and stock valuation, capital budgeting.

**Prerequisite(s)/Corequisite(s):** BSAD 8060 or BSAD 8070, 8150 and 8210. Students with an undergraduate major or a graduate degree in finance or accounting may not include this course on their plan of study for the MBA degree. Not open to non-degree graduate students.

**BSAD 8640 IT: STRATEGIC DEVELOPMENT AND DEPLOYMENT (1 credit)**

Students will gain a strategic perspective of information technology management, including current trends and best practices, and understand how technology can be used in competitive positioning. Processes for innovation and research and development spending and new business models will be covered.

**BSAD 8650 INTERNATIONAL: COMPETING IN GLOBAL MARKETS (2 credits)**

This course allows students to develop an understanding of the evolution of the global political economy, challenges faced when operating in the global business environment, and how to evaluate the risks and returns of global expansion. Students will also learn how to effectively communicate in international settings, to successfully manage international conflicts, and to conduct effective cross-border business negotiations.

**Prerequisite(s)/Corequisite(s):** Enrollment in the Executive MBA Program. Not open to non-degree graduate students.

**BSAD 8700 BUSINESS ANALYTICS: MAKING SENSE OF DATA (2 credits)**

The purpose of this course is to provide business managers with an understanding of the important role data analytics has assumed in today's organizations. Data analytics has become a key component in accomplishing strategic and operational goals. This course is designed to familiarize students with the concepts and principles of analytics. It is targeted for graduate or MBA students who have little or no background in analytics. Therefore, it focuses on breadth of coverage rather than depth in any specific area.

**Prerequisite(s)/Corequisite(s):** BSAD 8060 or BSAD 8070 (prior to or concurrent); or admission to the MAcc program. Not open to non-degree graduate students.

**BSAD 8706 ECONOMICS OF EBUSINESS (3 credits)**

The course will be conducted mainly as a seminar with ample student participation, including a research paper. A "New Economy" has often been identified with the rise of e-business. We will examine whether the rise of e-business has brought with it a change in the rules of the economy, and we will look at the effects of e-business on business, labor, consumers, and the stock market. (Cross-listed with ECON 4700, ECON 8706.)

**Prerequisite(s)/Corequisite(s):** Admission to the MBA program or the Economics graduate program. Not open to nondegree students.

**BSAD 8710 SUPPLY CHAIN MANAGEMENT (3 credits)**

This course will focus on supply chain management as a key functional area of organizational success. Students will learn about current techniques used by supply chain practitioners to make strategic and tactical decisions that support the overall strategy and day-to-day operations of an organization. Students will develop an understanding of how supply chain decisions and appropriate metrics of performance can be utilized to improve the operational efficiency and effectiveness of an organization.

**Prerequisite(s)/Corequisite(s):** Admission to Graduate College, MBA Program or by permission of the instructor. Not open to non-degree graduate students.

**BSAD 8720 STRATEGIC FINANCIAL MANAGEMENT (2 credits)**

This course is intended to be advanced financial management. It will stress the theory and application of topics including, but not limited to capital budgeting, cash flow estimation, real options, capital structure, dividends and share repurchases, working capital management, budgeting, planning and forecasting, and lease management. The material covered in Strategic Financial Management will increase the student's knowledge of how to strategically manage financial resources to increase the intrinsic value of the organization.

**Prerequisite(s)/Corequisite(s):** For MBA students, BSAD 8630. For MAcc students, completion of all Master of Accounting (MAcc) foundation courses. Not open to non-degree graduate students.

**BSAD 8736 ECONOMICS OF ENTREPRENEURSHIP (3 credits)**

This course will review economic theories of entrepreneurship with special emphasis on Schumpeter's theory of creative destruction. The main focus of the seminar will be on the "high-level" entrepreneurship that sometimes results in major innovations. This course will address the societal benefits of entrepreneurship, factors influencing entrepreneurial success, the policies that best encourage entrepreneurship, and how firms can survive and prosper in an entrepreneurial environment. (Cross-listed with ECON 4730, ECON 8436)

**Prerequisite(s)/Corequisite(s):** ECON 2200 or permission of the instructor for all students

**BSAD 8750 TELECOMMUNICATIONS IN BUSINESS (3 credits)**

This course is designed to introduce students to basic technology of modern telecommunications, including voice, data and video, as well as the contemporary issues of telecommunication policy. In addition, the course will address managerial issues of modern telecommunications in business.

**Prerequisite(s)/Corequisite(s):** Graduate. Not open to non-degree graduate students.

**BSAD 8766 SELLING IN AN ENTREPRENEURIAL CONTEXT (3 credits)**

Successful entrepreneurs are able to identify unmet needs in the marketplace and then design and sell products or services that fulfill those needs. Sales effectiveness is essential for entrepreneurs because they must be able to build sustainable sales pipelines that ensure profitable growth as other pressing issues such as financing, staffing, product development are addressed. This course will focus on consultative solution-based sales fundamentals that can be applied in the entrepreneurial selling environment. (Cross-listed with ENTR 4760, MKT 4760)

**Prerequisite(s)/Corequisite(s):** GPA 2.5 or better; MKT 3100 with a 2.5 grade or better; MKT 3310 with a 2.5 grade or better; or permission of instructor. Not open to non-degree graduate students.

**BSAD 8800 MBA PROJECT-FOCUSED CAPSTONE (2-3 credits)**

As the project-focused capstone course for the Master's of Business Administration (MBA) degree, this course will focus on students completing a service-learning consulting project for a non-profit or other organization. This consulting project will focus on the application of the knowledge and skills learned in the MBA program.

**Prerequisite(s)/Corequisite(s):** Students must complete this course in the final semester or within the last 9 hours of their MBA program courses. A minimum B grade required to complete the course successfully and qualify for graduation. Not open to non-degree graduate students.

**BSAD 8810 APPLIED STRATEGIC LEADERSHIP (3 credits)**

Applied and integrative course in the MBA program, with an emphasis on field experiences when possible.

**Prerequisite(s)/Corequisite(s):** Concurrent enrollment in, or completion of, BSAD 8060. Not open to nondegree students.

**BSAD 8830 STRATEGY: DEVELOPING SUSTAINABLE COMPETITIVE ADVANTAGE (2 credits)**

This course centers on the theme that a company achieves sustained success if and only if its managers (1) develop, and revise as needed, an action-oriented strategic plan and (2) implement and execute the plan with some proficiency. The primary objective of this course is to sharpen the ability of students to think strategically, to diagnose situations from a strategic perspective and to develop creative solutions to enable firms to achieve a sustainable competitive advantage.

**Prerequisite(s)/Corequisite(s):** Students must successfully complete BSAD 8150 and BSAD 8210 before enrolling in this course. This course must be taken within the first 20 hours of the MBA program. Not open to non-degree graduate students.

**BSAD 8880 ARTS AND THE EXECUTIVE (3 credits)**

The course will provide the graduate student with an understanding of the organizational and managerial issues involved in an arts organization as the role of the arts in the business community. (Cross-listed with FINA 8010.)

**Prerequisite(s)/Corequisite(s):** Graduate. Not open to nondegree students.

**BSAD 8900 INDEPENDENT STUDY (1-6 credits)**

Individual research in an academic area in business administration.

**Prerequisite(s)/Corequisite(s):** Graduate and permission of MBA Advisor. Requires submission of completed Independent Study Contract to MBA Advisor prior to registration. Not open to non-degree graduate students.

**BSAD 8910 SPECIAL TOPICS IN BUSINESS (1-3 credits)**

May be repeated up to (6). A series of special courses each designed to focus on current major topics and developments in a specific area of economics or business, scheduled as a workshop or seminar according to purpose.

**Prerequisite(s)/Corequisite(s):** Graduate in good standing and as indicated for specific workshop or seminar. Not open to non-degree graduate students.

**BSAD 8916 SPECIAL TOPICS IN ECONOMICS (1-3 credits)**

(May be repeated up to 6) A series of special courses each designed to focus on current major topics and developments in a specific area of economics or business, scheduled as a workshop or seminar according to purpose. (Cross-listed with ECON 8916, ECON 4910).

**Prerequisite(s)/Corequisite(s):** Graduate student in good standing or advanced undergraduate student and as indicated for specific workshop or seminar.

**BSAD 8990 THESIS (1-6 credits)**

A research project, under the supervision of a faculty thesis adviser in the College of Business Administration, in which the student establishes his capacity to design, conduct and complete an independent, scholarly investigation of a high order of originality. The research topic and the completed project must be approved by the student's faculty thesis adviser and two other faculty members, one of whom must be from outside the program area.

**Prerequisite(s)/Corequisite(s):** Permission of graduate adviser. Not open to non-degree graduate students.