

MARTIN J. WHITMAN SCHOOL OF MANAGEMENT

Alexander McKelvie, Interim Dean
721 University Avenue Suite 415
whitman.syr.edu (<https://coursecatalog.syracuse.edu/graduate/management/whitman.syr.edu>)

About the School

Welcome to the Whitman School of Management, a top-ranked business school with a diverse faculty and strong focus on leadership building and community engagement. At the Whitman School, students develop a strong business sense across all aspects of management, providing them with the skills, opportunities, and motivation necessary to compete in a global environment.

The Whitman School is a state-of-the-art business school in both programming and facility, reflecting both Syracuse University's commitment and history of innovative business education and the Whitman School's role as a cutting-edge, experiential learning environment. The Whitman School emphasizes preparing students for a world of accelerating change and this includes a modern and relevant curriculum, impressive co-curricular offerings, industry-focused certification programs such as supporting all students to be Microsoft Office Specialist: Excel certified, global travel, courses and networking opportunities in NYC, and the support of technological resources to ensure that students have the tools needed to be successful in the classroom. Students enrolled at the Whitman School enjoy the intimate and interconnected community of the Whitman School with all the resources and opportunities of a world-class research university, effectively getting the best of both worlds.

The Whitman School of Management continues to be ranked among the nation's top business programs. U.S. News and World Report ranked both Whitman's undergraduate and graduate programs among the best in the nation. The Whitman full-time residential and part-time, online MBA programs, were identified among the top AACSB-accredited online graduate programs by U.S. News and World Report. Whitman's entrepreneurship program has been ranked nationwide by the United States Association for Small Business and Entrepreneurship; Entrepreneur Magazine; The Princeton Review; Fortune Small Business; Bloomberg BusinessWeek, and U.S. News & World Report. The Supply Chain Management program is also consistently ranked among the top nationally, by Gartner, among others.

Accreditation Information

The Whitman School has been accredited by the Association to Advance Collegiate Schools of Business (AACSB International) since 1920.

Educational Vision, Mission and Core Values

Common Purpose

We inspire students for a world of accelerating change.

Vision

We aspire to be a pre-eminent and inclusive school of management that:

- Prepares students for professional success, engaged citizenship, and lifelong learning;
- Produces high-impact research that advances business and society.

Mission

Whitman's mission is to develop analytic, globally-minded, innovative and entrepreneurial leaders and professionals through the power of:

- Transformative learning experiences;
- Innovative ideas and high-impact research insights;
- Collaborative networks of lifelong learning and discovery.

We strive to achieve our mission by:

- Leveraging the breadth and richness of Syracuse University's schools and colleges;
- Focusing on domains that benefit student learning and in which we can excel;
- Engaging with our academic, alumni, and industry partners.

Whitman's Core Values:

INTEGRITY - We are an ethical community that values transparency, accountability, responsibility, respect, and professionalism.

INCLUSION - We strive to be a student-centered community that is supportive of all. We are open-minded. We engage and encourage diverse backgrounds and viewpoints.

COLLABORATION - We believe the whole is greater than the sum of its parts. We value teamwork as the most successful way to reach our goals.

INNOVATION - We are forward-thinking with a global mindset, always exploring new and creative ideas that can bring positive changes to the world.

EXCELLENCE - We persevere, always challenging ourselves and each other to improve in pursuit of outstanding quality in processes and outcomes, leading to overall success.

Graduate Program Overview

Graduate programs in management have been offered at Whitman since 1948, and distinguished alumni employed in private, public, and nonprofit sector organizations attest to their quality. Student benefits from the sense of community that exists within the relatively close-knit graduate student body, while still being able to take advantage of the resources offered by a major university of 30,000 students.

The Whitman School offers full-time Master's programs in Professional Accounting (<https://coursecatalog.syracuse.edu/graduate/management/professional-accounting-ms/>), Business Analytics (<https://coursecatalog.syracuse.edu/graduate/management/business-analytics-ms/>), Business Administration (MBA) (<https://coursecatalog.syracuse.edu/graduate/management/business-administration-mba/>), Entrepreneurship & Emerging Enterprises (<https://coursecatalog.syracuse.edu/graduate/management/entrepreneurship-emerging-enterprises-ms/>), Finance (<https://coursecatalog.syracuse.edu/graduate/management/finance-ms/>), Marketing (<https://coursecatalog.syracuse.edu/graduate/management/marketing-ms/>), Real Estate (<https://coursecatalog.syracuse.edu/graduate/management/real-estate-ms/>) and Supply Chain Management (<https://coursecatalog.syracuse.edu/graduate/management/supply-chain-management-ms/>) along with distance learning programs Business Analytics (<https://coursecatalog.syracuse.edu/graduate/management/business-analytics-ms/>), Business Administration

(iMBA) (<https://coursecatalog.syracuse.edu/graduate/management/business-administration-imba-mba-distance-learning/>), Entrepreneurship (<https://coursecatalog.syracuse.edu/graduate/management/entrepreneurship-ms-distance-learning/>), Professional Accounting (<https://coursecatalog.syracuse.edu/graduate/management/professional-accounting-ms-distance-learning/>), and Supply Chain Management (<https://coursecatalog.syracuse.edu/graduate/management/supply-chain-management-ms-distance-learning/>).

Graduate Admissions & Financial Aid Admission

Candidates with a bachelor's degree from an accredited college or university are eligible for admission. Full-time MBA, MS Finance and MS Real Estate candidates may apply for fall term admission only. MS Professional Accounting, Business Analytics, Entrepreneurship & Emerging Enterprises, and Supply Chain Management candidates may apply for fall or spring admission. Online MBA and online MS candidates may apply for January, April, July, and October admission.

Although no specific undergraduate majors are required for admission, the transition to the rigors of a graduate management program is facilitated by a basic knowledge of economics, mathematics, and the social sciences.

Full-time work experience can significantly strengthen your application to our graduate programs. It provides a valuable frame of reference, allowing you to connect classroom concepts and theories with real-world applications.

Admission requirements to our full-time programs generally include:

- U.S. Bachelor's degree (or its equivalent) from an accredited college or university is required.
- Students are recommended to take the GMAT or GRE as part of the application process. Applicants will be considered for the program based on their standardized testing score (if submitted), previous academic experience, work experience, professional references, and personal statements.
- International students are required to submit a TOEFL, Duolingo, or IELTS score.

For specific program application requirements, please visit the Whitman website: Full-time MBA, Full-time MS Programs, and Online MBA and MS programs.

Financial Aid

All full-time, on-campus Whitman graduate candidates are considered for a Whitman merit-based scholarship. Financial need is not taken into account in the selection process. The awarding process takes into consideration all materials submitted in the candidate's admission application.

Students may apply for several loan programs to cover the cost of attendance (Federal Direct Unsubsidized Loan, Federal PLUS Loan, or various alternative/private education loans). Part-time students must be enrolled for at least six credits (half-time status) to be considered for loan programs. International students need to be enrolled for at least nine credits for student visa purposes.

Additional Information

Detailed information about application deadlines, admissions requirements, programs, courses, facilities, costs, financial aid, student activities, and services can be found online at whitman.syracuse.edu

(<https://coursecatalog.syracuse.edu/graduate/management/whitman.syracuse.edu>). It also includes instructions for submitting an application for admission.

Graduate Career Services

The Whitman Career Center offers personalized support designed to meet the unique needs of both full-time and part-time graduate students. The Career Center offers personalized support tailored to each student's career stage and goals, whether they are full-time students preparing for internships and full-time roles or part-time professionals advancing within their industries.

For full-time students, career planning begins prior to arrival on campus with onboarding assignments that foster self-awareness and connect past experiences to future goals. Through orientation and beyond, students refine their career strategy with support in choosing a concentration, preparing for internships, and engaging in real-world learning opportunities.

Part-time and online students are offered flexible resources and advising tailored to their professional context. Services also include support for job transitions or internal advancement—ensuring they can immediately apply career strategies in their current roles.

All students have access to a comprehensive suite of tools, including the career portal, job boards, skills assessments, AI-powered and in-person feedback, and employer engagement opportunities. Combined with individualized support from the graduate career advising team, these resources empower students to take ownership of their professional growth—whether launching a career or accelerating an existing one.

Graduate Internships

Internships offer graduate students the opportunity to apply classroom learning in a real-world business environment. These experiences bridge academic study with hands-on professional development, allowing students to gain practical insights and build career-relevant skills and connections.

Internships may be pursued full-time during the summer or semester, or part-time during the academic year. Employers are encouraged to offer challenging, project-based opportunities that may be paid or unpaid. Students may also earn academic credit by completing a three-credit independent research project under the supervision of a faculty member, linking the internship experience directly to their academic goals.

Study Abroad and Global Internships

As a pervasive theme in every Whitman School of Management program, managing in a global setting takes on special meaning for Syracuse students who may elect to spend time in one of the Syracuse study centers, attend shorter residency programs around the world, or work on global projects. Students take course credits, work in pre-arranged internships, or experience the cultural and business environments in London, New York City, Shanghai, and Singapore. Recent international residency programs have included Costa Rica, Dubai, Dublin, Florence, Hong Kong, London, Panama, Seoul, and Stockholm, among others.

Syracuse students have interned overseas with financial firms such as Morgan Stanley and National Westminster Bank in London, multinationals such as Johnson & Johnson and General Electric in Singapore, and assist in operating small and medium-sized enterprises in China. Interested students should apply early and plan their programs of study to allow for a summer away from campus.

Facilities

The Whitman School of Management's 160,000-square-foot sustainable building opened in 2005, with a central focus on students and creating an environment that promotes a culture of collegiality and a high-tech, world-class learning experience. To provide that experience, the Whitman School creates an open community atmosphere with advanced resources and team-oriented learning spaces, including:

- 24 classrooms
- 200-seat auditorium
- 20 team meeting rooms each for graduate and undergraduate students
- three-story, 4000-square-foot Grand Hall
- undergraduate and graduate computer clusters
- 74 faculty offices
- a faculty research center
- an Investment Research Center
- a center for entrepreneurial start-ups
- a 100-seat cafe
- a special-events room with outdoor terrace

The Whitman School of Management's building is dedicated to sustainability, providing environmentally friendly resources and features for an enhanced "green" experience.

Research Centers & Institutes

The Whitman School building boasts many spaces for innovative and collaborative research that provide experiential learning and prepare students for careers across a broad range of business areas. Sophisticated software and integrated technology coupled with advanced workshops and seminars create an ideal learning atmosphere. Whitman's diverse research centers and institutes include:

- Africa Business Program (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/abp/>)
- The Ballentine Investment Institute (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/ballentine/>)
- The George E. Bennett Center for Tax Research (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/>)
- The Robert H. Brethen Operations Management Institute (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/>)
- The Michael J. Falcone Center for Entrepreneurship (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/falcone/>)
- The H. H. Franklin Center for Supply Chain Management (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/>)
- The Infrastructure Institute (<https://infrastructure-institute.syr.edu/>)
- The Institute for and Entrepreneurial Society (<https://whitman.syr.edu/programs-and-academics/centers-and-institutes/instituteforanentrepreneurialsociety/>)
- Goodman Leadership Center/Goodman IMPRESS Program (<https://whitman.syr.edu/impress/about-impress.aspx>)
- The Olivia and Walter Kiebach Center for International Business Studies (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/>)
- The James D. Kuhn Real Estate Center (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/>)

- The Harry E. Salzberg Memorial Program (<http://whitman.syr.edu/programs-and-academics/centers-and-institutes/>)
- The Earl V. Snyder Innovation Management Center (<http://whitman.syr.edu/programs-and-academics/academics/marketing/centers.aspx>)
- Sustainable Enterprise Partnership (<http://partnersforsustainability.org/>)
- Transactional Records Access Clearinghouse (TRAC) (<http://trac.syr.edu/>)

Programs

Master's

- Business Administration (iMBA), MBA (Distance Learning) (<https://coursecatalog.syracuse.edu/graduate/management/business-administration-imba-mba-distance-learning/>)
- Business Administration, MBA (<https://coursecatalog.syracuse.edu/graduate/management/business-administration-mba/>)
- Business Analytics MS (<https://coursecatalog.syracuse.edu/graduate/management/business-analytics-ms/>)
- Entrepreneurship & Emerging Enterprises, MS (<https://coursecatalog.syracuse.edu/graduate/management/entrepreneurship-emerging-enterprises-ms/>)
- Entrepreneurship, MS (Distance Learning) (<https://coursecatalog.syracuse.edu/graduate/management/entrepreneurship-ms-distance-learning/>)
- Finance, MS (<https://coursecatalog.syracuse.edu/graduate/management/finance-ms/>)
- Marketing, MS (<https://coursecatalog.syracuse.edu/graduate/management/marketing-ms/>)
- Professional Accounting, MS (<https://coursecatalog.syracuse.edu/graduate/management/professional-accounting-ms/>)
- Professional Accounting, MS (Distance Learning) (<https://coursecatalog.syracuse.edu/graduate/management/professional-accounting-ms-distance-learning/>)
- Real Estate, MS (<https://coursecatalog.syracuse.edu/graduate/management/real-estate-ms/>)
- Supply Chain Management, MS (<https://coursecatalog.syracuse.edu/graduate/management/supply-chain-management-ms/>)
- Supply Chain Management, MS (Distance Learning) (<https://coursecatalog.syracuse.edu/graduate/management/supply-chain-management-ms-distance-learning/>)
- Sustainable Organizations & Policy, MS (<https://coursecatalog.syracuse.edu/graduate/management/sustainable-organizations-policy-ms/>)

Doctorate

- Business Administration, PhD (<https://coursecatalog.syracuse.edu/graduate/management/business-administration-phd/>)

Combined

- Aerospace Engineering/Business Administration (3+2 Program), BS/ MBA (<https://coursecatalog.syracuse.edu/graduate/management/aerospace-engineering-business-administration-bs-mba/>)
- Biomedical Engineering/Business Administration, BS/MBA (<https://coursecatalog.syracuse.edu/graduate/management/biomedical-engineering-business-administration-bs-mba/>)

- Biotechnology, MS/Business Administration, MBA (<https://coursecatalog.syracuse.edu/graduate/management/biotechnology-ms-business-administration-mba/>)
- Business Administration/Executive Master in Public Administration, MBA/EMPA (Defense Comptrollership) (<https://coursecatalog.syracuse.edu/graduate/management/defense-comptrollership-mba-empa/>)
- Chemical Engineering/Business Administration (3+2 Program), BS/MBA (<https://coursecatalog.syracuse.edu/graduate/management/chemical-engineering-business-administration-bs-mba/>)
- Civil Engineering/Business Administration (3+2 Program), BS/MBA (<https://coursecatalog.syracuse.edu/graduate/management/civil-engineering-business-administration-bs-mba/>)
- Computer Engineering/Business Administration (3+2 Program), BS/MBA (<https://coursecatalog.syracuse.edu/graduate/management/computer-engineering-business-administration-bs-mba/>)
- Computer Science/Business Administration (3+2 Program), BS/MBA (<https://coursecatalog.syracuse.edu/graduate/management/computer-science-business-administration-bs-mba/>)
- Electrical Engineering/Business Administration (3+2 Program), BS/MBA (<https://coursecatalog.syracuse.edu/graduate/management/electrical-engineering-business-administration-bs-mba/>)
- Environmental Engineering/Business Administration (3+2 Program), BS/MBA (<https://coursecatalog.syracuse.edu/graduate/management/environmental-engineering-business-administration-bs-mba/>)
- International Relations, MA/Business Administration, MBA (<https://coursecatalog.syracuse.edu/graduate/management/international-relations-ma-business-administration-mba/>)
- Law/Business Administration, JD/MBA (<https://coursecatalog.syracuse.edu/graduate/management/law-business-administration-jd-mba/>)
- Mechanical Engineering/Business Administration (3+2 Program), BS/MBA (<https://coursecatalog.syracuse.edu/graduate/management/mechanical-engineering-business-administration-bs-mba/>)
- Music Industry, BMus/MBA (<https://coursecatalog.syracuse.edu/graduate/management/music-industry-bmus-mba/>)
- Public Administration, MPA/Business Administration, MBA (<https://coursecatalog.syracuse.edu/graduate/management/public-administration-mpa-business-administration-mba/>)
- Public Health, MPH/Business Administration, MBA (<https://coursecatalog.syracuse.edu/graduate/management/public-health-mpa-business-administration-mba/>)

Certificate of Advanced Study

- Sustainable Enterprise (CASSE), CAS (<https://coursecatalog.syracuse.edu/graduate/management/sustainable-enterprise-casse-cas/>)
- Technology Law and Entrepreneurship, CAS (<https://coursecatalog.syracuse.edu/graduate/management/technology-law-entrepreneurship-cas/>)

Faculty

Susan Albring, Professor of Accounting
Ph.D., University of Arizona, 2003

Amber Anand, Edward Pettinella Professor of Finance
Ph.D., Baruch College, 2001

Karca Aral, Associate Professor of Supply Chain Management
Ph.D., INSEAD, 2014

Kivanc Avrenli, Professor of Statistics Practice
Ph.D., University of Illinois, 2015

Natarajan Balasubramanian, Professor of Management
Ph.D., University of California, Los Angeles, 2007

Tom Barkley, Professor of Finance Practice and Director, MS Finance Program
Ph.D., University of Florida, 2007

Amiya Basu, Professor of Marketing
Ph.D., Stanford University, 1984

Michel Benaroch, Associate Dean for Research, Professor of Management Information Systems
Ph.D., New York University, 1992

Pamela Brandes, Professor of Management
Ph.D., University of Cincinnati, 1997

Donald Cardarelli, Professor of Management Practice
M.B.A., Syracuse University, 1989; Ph.D. (honorary), Nazareth College, 1997

Joel Carnevale, Assistant Professor of Management
Ph.D., Auburn University, 2017

Si Cheng, Associate Professor of Finance
Ph.D., National University of Singapore, 2013

Anna Chernobai, Professor of Finance
Ph.D., University of California at Santa Barbara, 2006

Michael V. Chin, Assistant Teaching Professor of Accounting
Ph.D., The Wharton School, University of Pennsylvania, 2015

Joseph Comprix, Associate Dean of Faculty Affairs and Professor of Accounting
Ph.D., University of Illinois, 2000

Ravi Dharwadkar, Whitman Advisory Council Professor of Management
Ph.D., University of Cincinnati, 1997

Fernando Diz, Martin J. Whitman Professor of Finance, Director of Ballentine Investment Institute
Ph.D., Cornell University, 1989

Scott Fay, Professor of Marketing
Ph.D., University of Michigan, 2001

Adam Fumarola, Professor of Real Estate Practice and Director of James D. Kuhn Real Estate Center
J.D., University of Buffalo, 2000

Erasmus Giambona, Professor of Finance, Michael J. Falcone Chair in Real Estate
Ph.D., University of Connecticut, 2003

Rachael Goodwin, Assistant Professor of Management
Ph.D., University of Utah, 2021

David Harris, Professor of Accounting, Director of Bennett Center for Tax Research

Ph.D., University of Michigan, 1994

Donald Harter, Associate Professor of Management Information Systems,
Director, MS in Business Analytics
Ph.D., Carnegie Mellon University, 2000

J. Michael Haynie, Executive Dean and Barnes Professor of
Entrepreneurship
Ph.D., University of Colorado at Boulder, 2005

Candance Jens, Assistant Professor of Finance
Ph.D., University of Rochester, 2019

Hyoju Jeong, Assistant Professor of Entrepreneurship
Ph.D., University of Minnesota, 2022

Burak Kazaz, Steven R. Becker Professor of Supply Chain
Ph.D., Purdue University, 1997

Peter Knych, Professor of Law and Public Policy Practice
J.D., Syracuse University, 1985

Roger Koppl, Professor of Finance
Ph.D., Auburn University, 1988

Alexandra Kostakis, Professor of Entrepreneurial Practice
M.B.A., New York University, 1995

Minjung Kwon, Assistant Professor of Marketing
Ph.D., New York University, 2018

Gary LaPoint, Professor of Supply Chain Practice, Co-director of HH
Franklin Center for Supply Chain
M.B.A., Syracuse University, 1987

E. Scott Lathrop, Professor of Marketing Practice
Ph.D., Cornell University, 1994

Eunkyu Lee, Professor of Marketing and Associate Dean for Global
Initiatives
Ph.D., Duke University, 1993

Rong Li, Associate Professor of Supply Chain Management
Ph.D., Purdue University, 2004

Lihong Liang, Associate Professor of Accounting
Ph.D., Pennsylvania State University, 2002

Ye Liu, Assistant Professor of Supply Chain
Ph.D., Washington University in St. Louis, 2024

Susan Long, Associate Professor of Managerial Statistics, Director of
Transactional Records Access Clearinghouse
Ph.D., University of Washington, 1980

Ricardo Lopez A., Assistant Professor of Finance
Ph.D., Stockholm School of Economics, 2016

Anparasan Mahalingam, Assistant Professor of Management
Ph.D., Purdue University, 2021

Catherine Maritan, Associate Professor of Management
Ph.D., Purdue University, 1998

Alexander McKelvie, Interim Dean, Professor of Entrepreneurship
Ph.D., Jönköping International Business School, 2007

Cameron Miller, Assistant Professor of Management
Ph.D., University of Minnesota, 2017

Maria Minniti, Bantle Chair in Entrepreneurship and Public Policy
Ph.D., New York University, 1997

Paul Momtaz, Associate Professor of Entrepreneurship
Ph.D., University of Hamburg (Germany), 2016 and Ph.D., UCLA, 2023

MaryAnn Monforte, Professor of Accounting Practice
M.B.A., Syracuse University, 1995

Hyoryung Nam, Assistant Professor of Marketing
Ph.D., University of Maryland, 2012

Arielle Newman, Assistant Professor of Entrepreneurship
Ph.D., University of Utah, 2018

D. Craig Nichols, Chair and Associate Professor of Accounting
Ph.D., Indiana University, 2005

Julie Niederhoff, Associate Professor of Supply Chain Management
Ph.D., Washington University in St. Louis, 2007

Christie Novak, Assistant Teaching Professor
DBA, University of Florida, 2019

Kofi Appiah Okyere, Professor of Accounting Practice
Ph.D., University of Wisconsin-Madison

Furkan Oztanriseven, Assistant Teaching Professor of Finance
Ph.D., University of Arkansas, 2016

U. David Park, Associate Professor of Entrepreneurship
Ph.D., University of Washington, 2017

Patrick Penfield, Professor of Supply Chain Practice, Director of Executive
Programs
Ph.D., SUNY ESF, 2021

Jamie Lyn Perry, Assistant Professor of Management
Ph.D., Rutgers University, 2014

John Petosa, Professor of Practice
J.D., Syracuse University, 1995

Milena Petrova, Professor of Real Estate and Finance
Ph.D., University of Florida, 2006

Penelope Pooler Eisenbies, Professor of Statistics Practice
Ph.D., Virginia Polytechnic Institute and State University, 2005

Lindsay Quilty, Assistant Dean of Academic Programs
M.A., George Washington University, 2007

S.P. Raj, Chair and Distinguished Professor of Marketing
Ph.D., Carnegie Mellon University, 1980

Willie Reddic, Associate Dean of Business Education and Associate
Professor of Accounting
Ph.D., Syracuse University, 2013

Kira Reed, Associate Professor of Management
Ph.D., University of Connecticut, 2000

Ian Rennie, Assistant Teaching Professor of Law and Public Policy
J.D., Syracuse University, 2009

Steven Savino, Assistant Teaching Professor of Marketing
M.B.A., Wake Forest University, 1983

Jim Seward, Associate Professor of Finance
Ph.D., University of Wisconsin-Madison, 1987

Yu Shan, Assistant Professor of Finance
Ph.D., Baruch College, 2019

Ravi Shukla, Associate Professor of Finance
Ph.D., State University of New York at Buffalo, 1989

Anywhere Sikochi, Associate Professor of Accounting
Ph.D., Pennsylvania State University, 2016

Fatma Sonmez-Leopold, Associate Teaching Professor of Finance
Ph.D., University of Toronto, 2009

Alex Thevaranjan, Associate Professor of Accounting
Ph.D., University of Minnesota, 1993

Sebastian A. Tideman-Frappart, Assistant Professor of Accounting
Ph.D., University of Bremen, 2017

John Torrens, Professor of Entrepreneurial Practice
Ph.D., Northcentral University, 2004

Lynne Vincent, Chair and Associate Professor of Management
Ph.D., Cornell University, 2013

Padmal Vitharana, Professor of Management Information Systems
Ph.D., University of Wisconsin-Milwaukee, 2000

Frederick Vona, Professor of Management Practice
M.B.A., Syracuse University, 2011

Ginger Wagner, Professor of Accounting Practice
M.B.A., Syracuse University, 2003

Kenneth Walsleben, Professor of Entrepreneurial Practice
BA, Syracuse University, 1983

A. Joseph Warburton, Professor of Finance
J.D., University of Michigan, 1996; Ph.D., University of Michigan, 2009

David Weinbaum, Chair, Professor of Finance, and Harris Faculty Fellow
Ph.D., New York University, 2002

Johan Wiklund, Al Berg Chair and Professor of Entrepreneurship
Ph.D., Jönköping International Business School, 1998

Raymond M. Wimer, Assistant Professor of Retail Practice
M.S., Syracuse University, 1998

Zhengping Wu, Associate Professor of Supply Chain Management
Ph.D., Purdue University, 2003

Guiyang Xiong, Professor of Marketing
Ph.D., Emory University, 2010

Lai Xu, Associate Professor of Finance
Ph.D., Duke University, 2014

Liangbin Yang, Assistant Professor of Marketing
Ph.D., University of Pennsylvania, 2017

Joyce Zadzilka, Professor of Accounting Practice, Co-director of Graduate Accounting Programs

M.B.A., Syracuse University, 1996

Chi Zhang, Assistant Professor of Marketing
Ph.D., Texas A&M University, 2025

Tianyue Zhang, Assistant Teaching Professor of Finance
Ph.D., University of Pittsburgh, 2020

Courses

Accounting

ACC 600 Selected Topics (1-6 Credits)

Management

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester. Repeatable

ACC 601 Intermediate Financial Accounting I (3 Credits)

Management

Double-numbered with ACC 356

Accounting concepts and standards. Topics include: accounting cycle; income determination; financial statements; measurement and valuation of assets including cash, investments, receivables, inventory, property, plant, and equipment, and intangibles. Additional work required of graduate students.

Advisory recommendation Prereq: MBC 632 or MBC 609

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

ACC 602 Intermediate Financial Accounting II (3 Credits)

Management

Double-numbered with ACC 357

Accounting concepts and standards. Topics include: accounting cycle, financial reporting, financial statement analysis, cash flows, income tax allocation, measurement and valuation of liabilities; equity, leases, and pensions. Additional work required of graduate students.

Advisory recommendation Prereq: ACC 601

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

ACC 610 Activity Based Costing and Management (1.5 Credits)

Management

Comparison of the traditional absorption costing systems and the emerging activity-based costing systems with respect to their usefulness for managerial decisions

Advisory recommendation Prereq: MBC 609

ACC 621 Cost Analysis & Control (3 Credits)

Management

Double-numbered with ACC 363

In-depth examination of costing products and services, and using cost information in planning and control decisions. Pricing, budgeting, standards, strategic cost systems, just-in-time/backflushing costing, and activity-based costing. Additional work required of graduate students. Junior standing or graduate status.

Advisory recommendation Prereq: MBC 609 or 632

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

ACC 625 Accounting Information Systems (3 Credits)*Management*

Double-numbered with ACC 425

Provide an understanding of the use of technology and internal controls to create, process, store, secure, analyze, and report information. Explore database design, business process modeling, and XBRL. Audit and manage accounting information systems. Additional work required of graduate students.

Advisory recommendation Prereq: ACC 602 and MIS 625

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>); Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>)

ACC 652 Accounting Analytics (3 Credits)*Management*

Double-numbered with ACC 452

Accounting analytics including Benford's Law, current and prior period data, anomaly detection, correlation and time series detection, risk assessment and risk scoring, and purchasing card transaction fraud. Shared Competencies: Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>)

ACC 670 Experience Credit (1-6 Credits)*Management*

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

ACC 677 International Reporting and Analysis (3 Credits)*Management*

Cross-listed with INB 677

The implications of differences in international financial reporting practices for financial analysis and decision making. Foreign currency translation, mergers and acquisitions, transfer pricing, taxation, derivatives, and risk management.

Advisory recommendation Prereq: ACC 602 or ACC 357

ACC 683 ESG Reporting (3 Credits)*Management*

Double-numbered with ACC 383

This course equips learners with an understanding of Environmental, Social, and Governance (ESG) reporting principles, underlying major frameworks, and standards. Teaches practical skills needed to compile, interpret, and present ESG metrics and narratives. Additional work required of graduate students.

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

ACC 685 Principles of Taxation (3 Credits)*Management*

Double-numbered with ACC 385

Tax planning and taxation of business transactions, such as basis, gains, losses, nontaxable exchanges, depreciation, amortization, other business deductions, and tax credits. Research and communication skills. Extra work required of graduate students.

Advisory recommendation Prereq: MBC 609 or 632

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

ACC 686 Accounting Advisory (3 Credits)*Management*

Double-numbered with ACC 486

Application of innovative accounting technology in value-based accountancy processes: financial reporting, audit, and tax. Includes interaction with experienced practitioners in accounting advisory or consulting. Additional work required for graduate students. Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

ACC 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department. Repeatable

ACC 725 Financial Statement Analysis (3 Credits)*Management*

Double-numbered with ACC 485

The course introduces the tools for effective analysis of financial statements. Students will analyze financial statements in the context of equity valuation for the purpose of making well-informed investment decisions. Additional work required of graduate students.

Advisory recommendation Prereq: ACC 602

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

ACC 726 Auditing Theory/Practice (3 Credits)*Management*

Double-numbered with ACC 476

Audit practice and reporting on financial statements. Audit standards, the demand for auditing, and regulatory, legal, and ethical influences on auditors. Audit objectives, evidence, control environment, and risk assessments. Case studies and problems. Extra work required of graduate students.

Advisory recommendation Prereq: ACC 602 or ACC 357

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

ACC 736 Strategic Cost Analysis (3 Credits)*Management*

Contemporary cost accounting systems in relation to strategic decisions and control of various economic organizations. Emphasizing activity-based costing, activity-based management, and integrated cost systems. Advisory recommendation Prereq: ACC 621 or ACC 363

ACC 745 Property and Tax from Ancient Athens to Modern America (3 Credits)*Management*

Double-numbered with LAW 867

This course covers how the ancients developed concepts of private property and tax, adjudicated disputes, and developed concepts that influence the law today. Development of legal theory assists in understanding practical applications of the law.

ACC 747 Advanced Auditing (3 Credits)*Management*

Seminar discussion of advanced auditing research and cases. Topics include the market for assurance services, auditor decision making, audit risk, and information systems auditing.

Advisory recommendation Prereq: ACC 726

ACC 756 Advanced Financial Accounting (3 Credits)*Management*

Double-numbered with ACC 477

Accounting and reporting for business combinations, foreign currency transactions, derivatives, and governmental entities. Extra work required of graduate students.

Advisory recommendation Prereq: ACC 602 or ACC 357

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

ACC 757 Taxes & Business Strategy (3 Credits)*Management*

Incorporating tax costs and benefits into business planning and decision-making. Highlights the problems of entrepreneurs, transfers of businesses, financial reporting affects, business lifecycle and entity choice, and international operations.

Advisory recommendation Prereq: ACC 685 or ACC 385

ACC 760 Principles of Fraud Examination (3 Credits)*Management*

Nature of occupational fraud and abuse in organizations. How and why occupational fraud is committed, detected and deterred; how to proceed if fraud is suspected. Emphasis on asset misappropriation schemes, corruption, and financial statement fraud. Additional work required of graduate students.

Advisory recommendation Prereq: ACC 621

ACC 775 International Tax Planning and Research (3 Credits)*Management*

Issues concerning the taxation of international transactions; various complex issues in partnership and corporate tax planning; issues with joint ventures and consolidated returns filed in the U.S. Permission of instructor required if prerequisite not met.

Advisory recommendation Prereq: ACC 757

ACC 777 Taxation of Business Entities (3 Credits)*Management*

Double-numbered with ACC 481

Federal taxation of the formation, operation, liquidation, and reorganization of partnerships, subchapter C, subchapter S, and limited liability corporations. Federal taxation of partners and shareholders. Extra work required of graduate students.

Advisory recommendation Prereq: ACC 685 or ACC 385

Shared Competencies: Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>)

ACC 786 Government and Not-for-Profit Accounting (3 Credits)*Management*

Role of financial management systems in nonprofit organizations such as hospitals, education, government and social programs. System cost analysis, budgeting analysis, impact of people on budgets, cost effectiveness analysis, and developing social accounting systems.

Advisory recommendation Prereq: ACC 601 or ACC 356

ACC 900 Selected Topics (1-6 Credits)*Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester. Repeatable

ACC 960 Doctoral Seminar (3 Credits)*Management*

Repeatable

ACC 990 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

Business Administration**BUA 555 World Business Systems: Trade and Investments (3 Credits)***Management*

Cross-listed with INB 654

International business environment. Pattern and distribution of trade, exchange rates, International Monetary System, new international economic order, impact of the multinational firm on the world economy.

BUA 556 International Human Resource Management (3 Credits)*Management*

Cross-listed with INB 656

Cross-national comparison of personnel- and industrial- relations practices and selection, training, and compensation theory and practice associated with managing expatriate employees.

BUA 600 Selected Topics (1-6 Credits)*Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester. Repeatable

BUA 650 Managing Sustainability: Purpose, Principles, and Practice (3 Credits)*Management*

Cross-listed with ECS 650

Dynamics and interdependence of economic, social, and environmental systems. Sustainable management frameworks, tools, and metrics. Local, national, and international implications. Relevance of technology, ethics, law, and policy. Interdisciplinary emphasis.

BUA 651 Strategic Management and the Natural Environment (3 Credits)*Management*

Cross-listed with ECS 651

Sustainability from firm perspective. Regulatory, international, resource, market, and social drivers of environmental strategy. Impact of sustainability-related strategies on competitive advantage and potential liability.

Advisory recommendation Prereq: BUA 650 OR ECS 650

BUA 670 Experience Credit (1-6 Credits)*Management*

Participation in a discipline- or subject-related experience. Evaluation by written or oral reports or an examination. Prereq: permission of the department, assigned instructor, and dean. Limited to those in good academic standing.

Repeatable

BUA 674 Project-based Learning in Business (1-3 Credits)*Management*

Double-numbered with BUA 474

Experiential learning opportunity that will apply knowledge and skills acquired in the classroom to external business projects, working directly with an external client. Students must apply and be accepted before registering.

BUA 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem or problems in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor or instructors and the department.
Repeatable

BUA 751 Machine Learning for Business (3 Credits)*Management*

This course will cover several special topics in the application of machine learning tools. These machine learning tools can include perceptrons, support vector machines, neural networks, deep learning, decision trees, random forests, k-nearest neighbors, and k-means clustering.

BUA 759 Sustainability-Driven Enterprise (3 Credits)*Management*

Cross-listed with ECS 759

CAS in Sustainable Enterprise capstone. Sustainable approaches to complex organizational challenges, opportunities: organizational, industry, stakeholder analysis, sustainability objectives, strategies, and metrics. Multidisciplinary team consulting project.
Advisory recommendation Prereq: (BUA 650 OR ECS 650) AND (BUA 651 OR ECS 651)

BUA 786 Sem/Army Comptrollership (3 Credits)*Management*

Courses in individual subject areas are integrated and related to the total resource and general management problems of the Army. Management job of the commander at various levels in the Army organization. Policy making and administration from an overall management point of view with respect to each organization under study. Methods whereby the comptroller, as a member of the staff, can and should assist the commander in the solution of command problems.

BUA 787 Sem/Army Comptrollership (3 Credits)*Management*

Courses in individual subject areas are integrated and related to the total resource and general management problems of the Army. Management job of the commander at various levels in the Army organization. Policy making and administration from an overall management point of view with respect to each organization under study. Methods whereby the comptroller, as a member of the staff, can and should assist the commander in the solution of command problems.

BUA 890 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.
Repeatable

BUA 897 Resrch Methods & Projects (3 Credits)*Management*

Research project in any selected area; may be area of concentration. Results of research are prepared and presented under supervision of the faculty advisor.

BUA 960 Survey of Research Methods in Business (3 Credits)*Management*

Quantitative business research techniques for surveys, experiments and archival data analysis including model building, cross sectional and longitudinal models, simultaneous equations, choice models, structural equation modeling, hierarchical linear models, ANOVA, conjoint analysis and survival analysis.

BUA 990 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.
Repeatable

BUA 997 Masters Thesis (0-6 Credits)*Management*

Repeatable

BUA 999 Dissertation (0-15 Credits)*Management*

Repeatable

Entrepreneurship and Emerging Enterprises**EEE 600 Selected Topics (1-6 Credits)***Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.
Repeatable

EEE 620 Foundations of Entrepreneurship (3 Credits)*Management*

The process of entrepreneurship in start-up and established corporate environments. Approaches entrepreneurship as both attitudinal and behavioral, with applicability in a variety of contexts. Global dimensions of entrepreneurship are investigated as they relate to the independent and corporate entrepreneur. Cannot be repeated for credit. Must be admitted to a graduate program at SU.

EEE 621 Corporate Entrepreneurship (3 Credits)*Management*

Double-numbered with EEE 420

Examination of the application of entrepreneurship concepts and behaviors within established organizations, assessment of factors contributing to a company's entrepreneurial orientation, and identification of ways to foster higher levels of entrepreneurship within firms.

EEE 622 Entrepreneurial Turnarounds (3 Credits)*Management*

Double-numbered with EEE 422

Process of entrepreneurial turnarounds in nascent and established corporate environments. Examination of internal and external causes leading to the troubled condition. Development and implementation of successful recovery strategies from the top down. Additional work required for graduate students.

Repeatable 2 times for 6 credits maximum

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

EEE 624 Entrepreneurial Deal Making (3 Credits)*Management*

Double-numbered with EEE 424

Students will learn about the spectrum of deals struck by entrepreneurs over the course of a company's life. Identifying opportunities and negotiating with co-founders, prospective partners, early stage employees, customers, landlords, tenants, banks, potential investors, and Boards of Directors are all part of your role as an entrepreneur. Additional work required for graduate students.

EEE 630 Entrepreneurship in Engineering and Science (3 Credits)*Management*

The intersection of engineering and entrepreneurship, focusing on the commercialization of new technologies into start-up ventures. Types of technologies, technology life cycles, windows of opportunity, the market chasm, and intellectual property as these issues apply to venture creation by those with technical backgrounds.

EEE 640 Social Entrepreneurship (3 Credits)*Management*

Examination of the opportunities and challenges associated with using entrepreneurial solutions to address social problems. Course integrates management, evaluation, and analytical techniques to support the launch, operation, and expansion of social purpose organizations.

EEE 643 Emerging Enterprise Consulting (3 Credits)*Management*

Students work in consulting teams to assist small local firms and entrepreneurs. Problems are isolated and solutions are then developed and implemented. A team consultant's report is then prepared.

EEE 644 Dilemmas and Debates in Entrepreneurship (3 Credits)*Management*

Double-numbered with EEE 444

Designed around a series of critical dilemmas confronted by entrepreneurs when creating and growing a venture. Entrepreneurs explore with students the issues surrounding these dilemmas in a structured format. Additional work required of graduate students. Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

EEE 646 Diversity and Entrepreneurial Opportunity (3 Credits)*Management*

Double-numbered with EEE 446

Understanding the historical and theoretical constraints entrepreneurs face due to their ethnicity, gender identification, place of birth, and/or socio-economic class. Discuss various strategies, policies, and actions at the disposal for students to become change-makers. Additional work required for graduate students.

University Requirement Course: IDEA Requirement Eligible

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>); Ethics and Integrity (<https://coursecatalog.syracuse.edu/shared-competencies/ethics-and-integrity/>)

EEE 651 Finance for Emerging Enterprises (3 Credits)*Management*

Double-numbered with EEE 451

This course will help aspiring entrepreneurs learn how to finance their venture. Topics include economic model development, bootstrapping, friends/family financing, crowdfunding, angel/venture capital financing. Requires use of Microsoft Excel. Additional rigor for graduate students. Shared Competencies: Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>)

EEE 652 International Entrepreneurship (3 Credits)*Management*

Cross-listed with INB 652

Double-numbered with EEE 452, INB 452

A fusion of two areas of study: global business and entrepreneurship. The theories, concepts, and tools of international business are discussed from the perspective of the entrepreneur. Additional work required of graduate students.

EEE 653 LaunchPad (3 Credits)*Management*

Double-numbered with EEE 453

As the name implies, the course is meant to take your existing student business to the next level and provide you with the tools needed to grow and sustain the business. While this is not a typical or traditional University course, you will be challenged in ways you probably have not been challenged as a student. Additional work and rigor required for graduate students.

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

EEE 670 Experience Credit (1-6 Credits)*Management*

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

EEE 675 Entrepreneurial Family Business Management (3 Credits)*Management*

Double-numbered with EEE 375

Examines family business issues, such as managing relationships, communication and conflict, ownership and governance, strategy, and succession. Focus is entrepreneurial management of family firms, including maintaining an entrepreneurial spirit throughout the firm and across generations. Additional work required of graduate students.

EEE 676 Advanced Topics in Family Business Management (3 Credits)*Management*

Double-numbered with EEE 476

Covers advanced topics in family business management, such as taxation, establishment of trusts and estates, legal transfer of ownership, legal forms and valuation. Additional work required of graduate students.

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

EEE 682 Entrepreneurial Marketing (3 Credits)*Management*

Double-numbered with EEE 482

The interface of entrepreneurship and marketing. Covers cutting-edge approaches to entrepreneurial marketing in new or fast-growing companies. Additional work and rigor required for graduate students.

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>); Communication Skills (<https://coursecatalog.syracuse.edu/shared-competencies/communication-skills/>)

EEE 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

EEE 900 Selected Topics (1-6 Credits)*Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.

EEE 930 Theoretical Foundations of Entrepreneurship (3 Credits)*Management*

History, direction, and substance of developments in the field of entrepreneurship. Advanced topics related to theoretical foundations and the advancement of research within the field. Admission to doctoral program in the School of Management is required.

EEE 932 Contemporary Entrepreneurship Research (3 Credits)*Management*

A broad survey of major topics in contemporary entrepreneurship research. Covers the primary theoretical underpinnings of the field and to important entrepreneurship topics.

EEE 990 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

Finance**FIN 600 Selected Topics (1-6 Credits)***Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.

Repeatable

FIN 607 Bank Management (1.5 Credits)*Management*

This course will describe how a bank operates and the unique set of financial statements and terms that are specific to the banking industry.

FIN 621 Finance for Non-Finance Managers (3 Credits)*Management*

This course is designed to build knowledge about financial decisions in business. Students will learn all the major topics in corporate finance with a more intuitive approach on a very high conceptual level.

FIN 629 Blockchain: Foundation and Applications (3 Credits)*Management*

Cross-listed with CIS 629

Bitcoin principles, Blockchain foundation, peer-to-peer networks, distributed ledgers and blockchain programming. Programming-oriented topics include transactions, smart contracts, token applications, and efficiency. Domain applications include financial intermediaries, supply-chains and other emerging areas. Basic programming/scripting skills (e.g., python or javascript) are required.

FIN 651 China's Economy and Financial System (3 Credits)*Management*

Double-numbered with IRP 351, FIN 451

The nature of China's economic and financial environment. History and significance of China's reforms. China's economic relations and importance to global finance.

Repeatable 6 times for 3 credits maximum

Shared Competencies: Civic and Global Responsibility (<https://coursecatalog.syracuse.edu/shared-competencies/civic-and-global-responsibility/>)

FIN 652 Working Capital Management (3 Credits)*Management*

Double-numbered with FIN 452

Introduction to corporate financial decision-making related to daily operations, including balanced scorecard use, financial forecasting, management of current assets and liabilities, international issues, and use of information technology. Case studies are emphasized. Additional work required of graduate students.

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

FIN 653 New and Emerging Markets (3 Credits)*Management*

Cross-listed with INB 653

Analysis of the business, economic, and financial environment of emerging markets. Portfolio investment analysis and corporate financial policy and strategies in emerging markets.

FIN 654 Financial Analytics (3 Credits)*Management*

An introduction to methods and tools useful in decision-making in the financial industry, including: macroeconomic event studies, analysis of term structures, Morningstar equity data, style analysis, credit card receivables, trading analytics, execution algorithms, etc.

FIN 657 International Financial Management (3 Credits)*Management*

Cross-listed with INB 657

Major financial decisions of international firms in context of special risks and opportunities. Foreign direct investment theory.

FIN 659 Introduction to Derivatives (3 Credits)*Management*

Double-numbered with FIN 459

Pricing, market structure, hedging, trading strategies, arbitrage relationships, and applications to corporate securities for options and futures contracts, swaps, and other derivative instruments. Additional work required of graduate students.

Advisory recommendation Prereq: MBC 633

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

FIN 660 Fixed Income Securities (3 Credits)*Management*

Pricing, market structure, hedging, trading strategies for fixed income derivative securities like swaps, swaptions, caplets, floorlets, and credit risk derivative instruments.

FIN 664 Institutional Trading (3 Credits)*Management*

Double-numbered with FIN 464

The course focuses on the practical aspects and costs of trading, and will facilitate an understanding of the trading problem, including order types, order routing processes and latest developments in securities markets and regulations. Additional work required of graduate students.

FIN 665 The Securities Market (3 Credits)*Management*

Double-numbered with FIN 465

Role and nature of securities markets in our economy and the needs they serve. Market concept; criteria for studying the effectiveness of securities markets.

FIN 666 Value Investing (3 Credits)

Management

Double-numbered with FIN 466

The fundamentals of value investing through the analysis of public corporate businesses and the securities and credit instruments they issue. Investment vs. speculation. Real world cases and applications. Additional work required of graduate students.

Advisory recommendation Prereq: MBC 633 or (MBC 627 and MBC 628)

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

FIN 668 Seminar in Finance (3 Credits)

Management

Double-numbered with FIN 468

Specialized work for advanced students on particular phase or topic in finance. Reading, reports, and thesis.

Advisory recommendation Prereq: MBC 633, ECN 601

FIN 669 Distress Investing (3 Credits)

Management

Double-numbered with FIN 469

The course prepares you to understand, analyze and evaluate investments in the securities of companies in financial distress. Uses a practical approach to learning as well as hands on experience analyzing actual special situations.

FIN 670 Experience Credit (1-6 Credits)

Management

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing. Repeatable

FIN 673 Control Investing (3 Credits)

Management

Double-numbered with FIN 473

What control investors do and how they do it: friendly and hostile takeovers, leveraged buyouts and other contests for control are covered. Advisory recommendation Prereq: FIN 666

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

FIN 675 Alternative Investments (3 Credits)

Management

Double-numbered with FIN 475

Introduction to alternative investments available to professional asset managers, and their characteristics: hedge funds, private equity, structured products, commodities, and real estate and other real assets. Additional work required of graduate students.

Advisory recommendation Prereq: MBC 633

FIN 690 Independent Study (1-6 Credits)

Management

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

FIN 741 Risk Management: Credit Risk (1.5 Credits)

Management

Quantitative models dealing with default risk. Credit risk models, credit derivative markets, credit default swaps and linked notes, credit spread options, basket default swaps.

Advisory recommendation Prereq: MBC 633 and MBC 638

FIN 742 Risk Management: Operational Risk (1.5 Credits)

Management

Evaluation and management of operational risk in a banking/financial institution environment. Regulatory risk and capital requirements. Theoretical and practical aspects of operational risk models.

Advisory recommendation Prereq: MBC 627, MBC 628, MBC 631, and MBC 638

FIN 751 Corporate Financial Policy & Strategy (3 Credits)

Management

Advanced issues in corporate investment decisions, dividend and debt policy, corporate restructuring, risk management, and corporate governance.

Advisory recommendation Prereq: ECN 604, MBC 633, and MBC 638

FIN 756 Investment Analysis (3 Credits)

Management

For students desiring preparation for professional investment work. Detailed analysis of individual securities and application of analytical methods to portfolio management.

Advisory recommendation Prereq: MBC 633, MBC 638.

FIN 758 Portfolio Analysis and Theory (3 Credits)

Management

Practical as well as theoretical problems of modern portfolio selection techniques and analysis. Independent, empirical work by the student and important macro implications of portfolio selection.

Advisory recommendation Prereq: FIN 756, MAS 766/ISM 743

FIN 761 Financial Modeling (3 Credits)

Management

Double-numbered with FIN 461

Build models for financial statement analysis, valuation, capital budgeting, capital structure, portfolio selection, interest rate risk, option valuation, and other areas of finance using a computer tool such as Microsoft Excel. Additional work required for graduate students.

Advisory recommendation Prereq: FIN 751 or FIN 756

Shared Competencies: Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>)

FIN 827 Corporate Financing Transactions (1.5-2 Credits)

Management

Double-numbered with LAW 827

This course combines diverse aspects of business and law education in a transaction-based setting. It guides students through a syndicated commercial loan, including the structuring, negotiation, pricing, and documentation.

FIN 855 Financial Management (3 Credits)

Management

Theory of financial decision making, consumption and investment decisions. Selected problems of application of corporate policy including capital budgeting under uncertainty, leasing, corporate growth, mergers, liquidation, and reorganization. Theoretical and empirical aspects of valuation.

Advisory recommendation Prereq: FIN 751, MAS 766

FIN 890 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

FIN 960 Grad Seminar in Finance (3 Credits)*Management*

Readings, discussions, and reports for doctoral candidates.

Repeatable

FIN 990 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

FIN 997 Masters Thesis (0 Credits)*Management*

Repeatable

FIN 998 Degree in Progress (0 Credits)*Management*

Repeatable

FIN 999 Dissertation (0-15 Credits)*Management*

Repeatable

International Business

INB 600 Selected Topics (1-6 Credits)*Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.

Repeatable

INB 651 Management in a Cross-cultural Environment (3 Credits)*Management*

Double-numbered with MGT 448

Factors that have an impact on managerial effectiveness in an international organization: language, religion, values and attitudes, educational structure, social organization, technology, political climate, and legal environment. Additional work required of graduate students.

Advisory recommendation Prereq: SOM 354

INB 652 International Entrepreneurship (3 Credits)*Management*

Cross-listed with EEE 652

Double-numbered with EEE 452, INB 452

A fusion of two areas of study: global business and entrepreneurship.

The theories, concepts, and tools of international business are discussed from the perspective of the entrepreneur. Additional work required of graduate students.

INB 653 New and Emerging Markets (3 Credits)*Management*

Cross-listed with FIN 653

Analysis of the business, economic, and financial environment of emerging markets. Portfolio investment analysis and corporate financial policy and strategies in emerging markets.

INB 654 World Business Systems: Trade and Investments (3 Credits)*Management*

Cross-listed with BUA 555

International business environment. Pattern and distribution of trade, exchange rates, International Monetary System, new international economic order, impact of the multinational firm on the world economy.

Advisory recommendation Prereq: MBC 633, ECN 601

INB 656 International Human Resource Management (3 Credits)*Management*

Cross-listed with BUA 556

Cross-national comparison of personnel- and industrial- relations practices and selection, training, and compensation theory and practice associated with managing expatriate employees.

INB 657 International Financial Management (3 Credits)*Management*

Cross-listed with FIN 657

Major financial decisions of international firms in context of special risks and opportunities. Foreign direct investment theory.

Advisory recommendation Prereq: MBC 633

INB 668 International Marketing Management (3 Credits)*Management*

Cross-listed with MAR 667

Impact of the international environment on international marketing activities.

Advisory recommendation Prereq: MBC 636

INB 670 Experience Credit (1-6 Credits)*Management*

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

INB 677 International Reporting and Analysis (3 Credits)*Management*

Cross-listed with ACC 677

The implications of differences in international financial reporting practices for financial analysis and decision making. Foreign currency translation, mergers and acquisitions, transfer pricing, taxation, derivatives, and risk management.

Advisory recommendation Prereq: MBC 631

INB 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

INB 759 The Law of Global Business (3 Credits)*Management*

Cross-listed with LPP 759

The legal environment of international business: the framework of international law and organizations influencing the transactions of international business. Topics include the international law, international contracts, customs, and world trade law.

INB 769 International Business Management (3 Credits)

Management

Strategic decision-making in the international environment. Critical factors in growth and stability, profitability, market share, and return on investment. Relationship between the enterprise and its legal, economic, political, and cultural environments.

INB 990 Independent Study (1-6 Credits)

Management

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.
Repeatable

Independent Study Degree Program

ISM 600 Selected Topics (1-6 Credits)

Management

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.
Repeatable

ISM 613 Marketing Management (3 Credits)

Management

ISM 615 Microeconomics (3 Credits)

Management

ISM 690 Independent Study (1-6 Credits)

Management

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.
Repeatable

Law and Public Policy

LPP 500 Selected Topics (1-6 Credits)

Management

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.
Repeatable

LPP 558 Seminar in Law and Public Policy (3 Credits)

Management

Broad range of current issues involving legal aspects of public policy issues.

LPP 600 Selected Topics (1-6 Credits)

Management

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.
Repeatable

LPP 670 Experience Credit (1-6 Credits)

Management

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.
Repeatable

LPP 690 Independent Study (1-6 Credits)

Management

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.
Repeatable

LPP 700 Selected Topics (1-6 Credits)

Management

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.
Repeatable

LPP 755 Law of Business Organizations (3 Credits)

Management

Double-numbered with LPP 455

Legal aspects of organizations formed to carry on business enterprises: agencies, partnerships, and corporations.

Advisory recommendation Prereq: LPP 255 or MBC 643

LPP 756 Land Development Law (3 Credits)

Management

Double-numbered with LPP 456

Regulations pertaining to land development. Nuisances, eminent domain, regulatory takings, zoning, growth, management controls, environmental impact analysis, and protection of sensitive land areas.

Advisory recommendation Prereq: LPP 255 or MBC 643

LPP 757 Law of Commercial Transactions (3 Credits)

Management

Double-numbered with LPP 457

Legal aspects of commercial transactions. Contracts, sale of goods, commercial paper, and secured transactions.

Advisory recommendation Prereq: LPP 255 or MBC 643

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

LPP 758 Environmental Law and Public Policy (3 Credits)

Management

Double-numbered with LPP 458

Range of environmental problems from a legal and public policy viewpoint: air, water, and toxics pollution; solid and hazardous waste; and environmental planning.

LPP 759 The Law of Global Business (3 Credits)

Management

Cross-listed with INB 759

The legal environment of international business: the framework of international law and organizations influencing the transactions of international business. Topics include the international law, international contracts, customs, and world trade law.

Advisory recommendation Prereq: LPP 255 and SCM 265

LPP 765 Social Influences On Business (3 Credits)

Management

Various environmental factors that control and enhance the conduct of business. Nature, function, impact, and development of such factors. Matters of current interest.

LPP 766 Seminar in Business-Government Relations (3 Credits)

Management

Topics in business-government relations, including regulation of competition, trade practices, securities, communications, utilities, and employment. Joint business-government ventures. Governmental promotion of business activity. Government purchasing and contracting.

LPP 767 Management and Ethics (3 Credits)*Management*

Double-numbered with LPP 467

Ethical dilemmas encountered by managers of organizations. Individual ethical responsibility versus role responsibility. Pressures within organizations to violate ethical duties. How an organization can be managed so that employees can deal effectively with ethical dilemmas. Extra work required of graduate students.

Shared Competencies: Ethics and Integrity (<https://coursecatalog.syracuse.edu/shared-competencies/ethics-and-integrity/>)

Marketing Management**MAR 600 Selected Topics (1-6 Credits)***Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester. Repeatable

MAR 652 Pricing Strategies for Products and Services (3 Credits)*Management*

Double-numbered with MAR 452

Focuses on process of pricing decisions for products and services. Builds on conceptual foundations of economic and psychological theories of pricing, principles of optimal pricing decisions, strategies and techniques, analytical tools, and data sources. Additional work required for graduate students.

Advisory recommendation Prereq: MAR 636, MBC 638

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

MAR 653 Marketing Analytics (3 Credits)*Management*

Double-numbered with MAR 453

The course will focus on three aspects of analytical marketing: survey research, managing and synthesizing data from multiple sources, and data analysis and decision making including regression analysis, choice modeling and classification, principle component analysis, and both cluster and conjoint analysis. Additional work for graduate students. Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

MAR 654 Digital Marketing Analytics (3 Credits)*Management*

This course provides an analytical approach to data-driven decision-making in digital marketing. Students will learn how to design and analyze field experiments in digital environments. The major topics of the course include web analytics, digital marketing campaign optimization, and social media analytics.

MAR 655 Customer Relationship Management with Systems Applications and Products (3 Credits)*Management*

Cross-listed with MIS 655, SCM 655

Integration of marketing, supply-chain and technology management aspects of customer relationship management. Operational, analytical and collaborative processes supported by SAP's integrated software. Actual use of SAP software, including Business Data Warehouse, with best-practice processes.

MAR 667 International Marketing Management (3 Credits)*Management*

Cross-listed with INB 668

Impact of the international environment on international marketing activities.

Advisory recommendation Prereq: MBC 636

MAR 670 Experience Credit (1-6 Credits)*Management*

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

MAR 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

MAR 700 Selected Topics (1-6 Credits)*Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester. Repeatable

MAR 721 Marketing and the Internet (3 Credits)*Management*

The course focuses on how traditional marketing approaches have to be modified to take advantage of the reach and capabilities of the internet, from understanding customer needs to after sales customer services. Advisory recommendation Prereq: (MBC 603 AND MBC 604) OR MBC 636

MAR 741 Marketing Community and Public Service Agencies (3 Credits)*Management*

Design, implementation, and control of marketing programs for community and public service agencies: performing arts, health care, urban planning, police, educational, scientific, and technical organizations

MAR 745 Strategic Brand Management (3 Credits)*Management*

Concepts and tools acquired from various marketing courses to develop analytical and decision-making skills for planning and implementing a marketing strategy from the brand manager's point of view. Advisory recommendation Prereq: MBC 604 or MBC 636

MAR 751 Environmental Influences on Innovation (3 Credits)*Management*

Major environmental forces that shape innovation policy from a technology, market, international, economic, social, and political-legal perspective. Managerial response to environmental forces. Advisory recommendation Prereq: MBC 636

MAR 752 Introduction to Innovation Management (3 Credits)*Management*

The process of converting ideas, technology, and customer needs into new products, services, and processes. Environmental and organizational influences on the innovation process.

Advisory recommendation Prereq: MBC 636

MAR 753 Marketing Channel Management (3 Credits)

Management

Marketing channels as both economic and social systems. Channel change and evolution, channel membership, structural and functional relationships, interorganizational behavior, and channel information management.

Advisory recommendation Prereq: MBC 636

MAR 754 Seminar in Marketing Research (3 Credits)

Management

Collection, analysis, and interpretation of data. Problem definition, questionnaire design, attitude measurement, data analysis, and demand forecasting. For those interested in conducting marketing research or using research information for marketing decision making.

Advisory recommendation Prereq: MBC 636, 638

MAR 755 Marketing Communications Strategy (3 Credits)

Management

Managerial aspects. Determination of promotional budgets, planning and building promotional effectiveness, scheduling and monitoring promotional impact.

Advisory recommendation Prereq: MBC 636

MAR 756 Market Measurement and Analysis (3 Credits)

Management

Application of analytical and quantitative techniques to market measurement. Product-market strategy.

Advisory recommendation Prereq: MBC 636 and 638

MAR 757 Managing Innovative Products and New Ventures (3 Credits)

Management

Problems in developing new products and new corporate ventures. Designing innovation strategies, risk taking, technology planning, evaluation of new product proposals, and managing the innovation team.

Advisory recommendation Prereq: MBC 636

MAR 759 Seminar in Marketing (3 Credits)

Management

Selected topics in marketing. Current issues and problems in marketing.

Advisory recommendation Prereq: MBC 636

MAR 761 Marketing Strategies for Innovations (3 Credits)

Management

Commercializing new products, services, and technologies. Introduction and diffusion of innovations, market planning, product strategy design, and marketing decision making.

Advisory recommendation Prereq: MBC 636

MAR 777 Global Supply Chain Management & Risk Mgmt (3 Credits)

Management

Cross-listed with SCM 777

Double-numbered with SCM 477

Topics include: design of global facility networks, containerization and logistical planning across borders, benefits and risks of outsourcing and offshoring while integrating financial and accounting-related matters such as exchange rates, duties, drawbacks and tax differentials.

Advisory recommendation Prereq: MBC 616, 638

Shared Competencies: Civic and Global Responsibility (<https://coursecatalog.syracuse.edu/shared-competencies/civic-and-global-responsibility/>)

MAR 900 Selected Topics (1-6 Credits)

Management

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester. Repeatable

MAR 930 Seminar in Marketing Theory (3 Credits)

Management

Current marketing theory as developed by contemporary writers.

Repeatable

Advisory recommendation Prereq: MBC 636

MAR 960 Doctoral Seminar in Marketing (3 Credits)

Management

Repeatable

MAR 962 Marketing and Supply Chain Models (3 Credits)

Management

Cross-listed with SCM 962

Statistical/econometric and management science modeling approaches to marketing/supply chain management problem solving.

MAR 990 Independent Study (1-6 Credits)

Management

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

MAR 997 Masters Thesis (0-6 Credits)

Management

Repeatable

MAR 999 Dissertation (0-15 Credits)

Management

Repeatable

Managerial Statistics

MAS 558 Seminar in Managerial Statistics (3 Credits)

Management

Individual study involving selected readings and reports in specific areas of interest.

MAS 568 Statistical Methods for Accounting and Auditing (3 Credits)

Management

Statistical Methods of relevance to accounting and auditing. Emphasis on the application of these methods to accounting and auditing problems, such as audits and determination of costs as functions of volume of output, and other factors.

MAS 600 Selected Topics (1-6 Credits)

Management

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.

Repeatable

MAS 670 Experience Credit (1-6 Credits)

Management

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

MAS 690 Independent Study (1-6 Credits)

Management

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

MAS 766 Linear Statistical Models I: Regression Models (3 Credits)*Management*

General regression model, estimation methods, general linear hypothesis tests, residual analysis, indicator variables, multicollinearity, autoregressive model, weighted least squares, variable-screening procedures.

MAS 777 Time Series Modeling and Analysis (3 Credits)*Management*

Fundamental concepts and procedures for forecasting discrete time series for planning and control. Regression analysis, ARIMA methods, econometric modeling, transfer functions, intervention analysis, Kalman filters, univariate and multivariate methods.

Advisory recommendation Prereq: MBC 638

MAS 990 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

Master of Business Core**MBC 600 Selected Topics (1-6 Credits)***Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.

Repeatable

MBC 601 Economic Foundations of Business (1.5 Credits)*Management*

Business applications of selected economic tools such as supply and demand, production, costs, and the basic models of market structure. The use of these tools for managerial decision making.

MBC 602 Economics for International Business (1.5 Credits)*Management*

The global business and economic environment and its implications for managerial decision making. Global markets, industrial structure in the global economy, multinationals, foreign direct investment, and international trade. Global risks and management.

Advisory recommendation Prereq: MBC 601

MBC 603 Creating Customer Value (1.5 Credits)*Management*

How marketing managers develop an organization-wide customer orientation and create customer value through strategic planning, systematic analysis of the market environment, effective customer segmentation, target market selection, and product positioning.

MBC 604 Managing the Marketing Mix (1.5 Credits)*Management*

Concepts and skills needed for developing and implementing the product, pricing, distribution, and communication strategies for goods and services. Focus on building sound, actionable, integrated marketing plans based upon target market and positioning strategies.

Advisory recommendation Prereq: MBC 603

MBC 606 Information Technology for Decision Support (1.5 Credits)*Management*

Information technology tools for decision support using spreadsheets and databases. Spreadsheet fundamentals, data extraction from databases, what-if analysis, scenario evaluation, and finding optimal solutions to problems.

MBC 607 Understanding Financial Statements (1.5 Credits)*Management*

Financial statement information and related disclosures. Interpretation of financial information to assess and evaluate firm performance.

MBC 608 Creating Financial Statements (1.5 Credits)*Management*

Financial accounting concepts and procedures to record business activities. Presentation of business activities in financial statements.

Advisory recommendation Prereq: MBC 607

MBC 609 Accounting for Managerial Decisions (1.5 Credits)*Management*

An understanding of the usefulness of the accounting information in helping managers with their decision making and decision influencing tasks.

Advisory recommendation Prereq: MBC 608

MBC 610 Opportunity Recognition and Ideation (1.5 Credits)*Management*

Focuses on four critical skill areas for contemporary M.B.A. students, including opportunity recognition: recognition, opportunity assessment, creative problem solving, and translation of creativity into bold business ideas.

MBC 616 Operations Management (1.5 Credits)*Management*

Management of the operations function of an organization and its relationship to other functional areas and a firm's strategy.

MBC 617 Supply Chain Management (1.5 Credits)*Management*

The management of flows of resources both within and between organizations with the aim of achieving strategic advantages in terms of quality, price, choice, speed, and flexibility.

MBC 618 Competitive Strategy (1.5 Credits)*Management*

Techniques and tools to analyze how competitive advantage is created and sustained, focusing on business-level strategy. Topics include industry and competitor analysis, firm resources and capabilities, competitive strategies, and competitive dynamics.

Advisory recommendation Prereq: MBC 607

MBC 619 Corporate Strategy (1.5 Credits)*Management*

Corporate-level strategy and analysis of the scope of a firm's activities. Topics include vertical integration, alliances, global strategy, diversification, and managing the multibusiness firm.

Advisory recommendation Prereq: MBC 608 and MBC 618

MBC 627 Financial Markets and Institutions (1.5 Credits)*Management*

The nature of the firm's financial environment and the implications for financial management. Characteristics and functions of major financial institutions and markets. Debt markets, equity markets, interest rates, initial public offerings, private equity, and valuation of financial assets.

Advisory recommendation Prereq: MBC 601, 602, 607, 608, and 638

MBC 628 Fundamentals of Financial Management (1.5 Credits)*Management*

Major decisions facing financial managers. Emphasis on the firm's investments decision and the tools used in its analysis. Market efficiency, risk-return analysis, valuation of real assets, and investing in risky assets.

Advisory recommendation Prereq: MBC 627

MBC 629 Legal and Ethical Aspects of Management (1.5 Credits)*Management*

An analysis of the legal and ethical environments of business and how they influence managerial decision making and advance business objectives. The course uses cases and discussion to probe selected legal, public policy, and ethical issues affecting business.

MBC 630 Behavior in Organizations (1.5 Credits)*Management*

The course will cover the topics of motivation, leadership, individual differences, perception, job design, stress, and cultural diversity in the global economy. This course will address both the prescriptive and descriptive perspectives.

MBC 631 Financial Accounting (3 Credits)*Management*

Impact of accounting information and accounting method choice on corporate decision making, reported results and financial evaluation through application of analysis techniques to published financial statements.

MBC 632 Managerial Accounting (3 Credits)*Management*

Theory, design elements and application of cost management accounting to manage economic organizations. Focus on how accounting measures can be used to promote efficient resource allocation/consumption within the organization.

Advisory recommendation Prereq: MBC 631

MBC 633 Managerial Finance (3 Credits)*Management*

Language and tools of finance. Modern theory and practice of corporate finance. Enhances ability to evaluate firm's financing, investment and dividend decisions as they relate to firm's objectives.

Advisory recommendation Prereq: MBC 631

MBC 634 Introduction to Information Technology and E-commerce (3 Credits)*Management*

How traditional and e-commerce enterprises use various information technologies. The focus is on why these ITs work and on the business, managerial, organizational, and technological issues surrounding their use.

MBC 635 Operations and Supply Chain Management (3 Credits)*Management*

Management of the resources used to create and distribute goods and services with the aim of achieving strategic advantages in terms of quality, price, choice, speed, and flexibility.

MBC 636 Marketing Management (3 Credits)*Management*

Developing an organization-wide marketing orientation and developing skills needed to make strategic and tactical decisions in marketing.

MBC 638 Data Analysis and Decision Making (3 Credits)*Management*

Concepts, principles and methods to support scientific approach to managerial problem solving and process improvement. Basic statistical techniques, their appropriateness to situations and assumptions underlying their use.

MBC 639 Leadership in Organizations (3 Credits)*Management*

Examines leadership on both a knowledge and skill basis. Leadership from a business perspective on three levels: individual, team, and organization.

MBC 642 Strategic Human Resource Management (3 Credits)*Management*

Managing human capital to create competitive advantage. Topics include strategic reward systems, performance management, attracting and developing human assets, human resource architecture design, managing workforce heterogeneity, managing organizational conflict, and legal environment of employment.

MBC 643 The Legal and Ethical Environments of Business (3 Credits)*Management*

Analysis of the legal and ethical environments of business and how they influence managerial decision making and further the objectives of the business. Discussion of cases that raise issues of law, public policy, and ethics.

MBC 645 Strategic Management (3 Credits)*Management*

Strategy and its integrative role in management. Concepts, models, and skills for developing strategies to create and sustain competitive advantage in a dynamic and global environment. Topics include environmental analysis, strategy formulation, and strategy implementation.

MBC 647 Global Entrepreneurial Management (3 Credits)*Management*

The utilization and integration of functional area knowledge to successfully plan and launch new ventures and concepts in start-up, corporate, and nonprofit contexts.

MBC 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

MBC 691 Experiential Perspectives and Applications (1.5-3 Credits)*Management*

A set of structured managerial experiences involving the application of managerial concepts, frameworks or theories; substantive engagement with professionals within for-profit and/or non-profit organizations; and specific deliverables at the completion of each experience.

Repeatable 6 times for 9 credits maximum

MBC 700 Business Perspectives and Applications (1 Credit)*Management*

Residencies allow students to meet face-to-face to supplement their online coursework. They focus on a topic relevant to its location. Students will learn from global business leaders who will engage them in highly interactive learning.

Repeatable 6 times for 6 credits maximum

Management**MGT 600 Selected Topics (1-6 Credits)***Management*

Offered through SUAbroad by educational institution outside the United States. Student registers for the course at the foreign institution and is graded according to that institution's practice. SUAbroad works with the S.U. academic department to assign the appropriate course level, title, and grade for the student's transcript.

Repeatable

MGT 656 Human Resource Management (3 Credits)*Management*

Explores human resource management issues facing managers. Recruitment, selection and placement. Performance appraisal. Career planning, training and development. Compensation. Labor-management relations.

MGT 670 Experience Credit (1-6 Credits)*Management*

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

MGT 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

MGT 701 Women in Management (3 Credits)*Management*

Investigate the opportunities and obstacles that women face in management and develop skills for leading women and men in order to improve individual, group and organizational performance. Enhance critical thinking skills essential for managers.

MGT 702 Transformational Management (3 Credits)*Management*

The development of personal skills in designing, implementing, and processing structured learning intervention that facilitate comprehension of organizational dynamics as well as foster real organizational learning and transformation. An experiential learning methodology will be employed.

MGT 703 Organizational Process Consultation Skills (3 Credits)*Management*

Develop group process consultation skills necessary for creating high performance work groups as well as developing collaborative and learning relationships between groups within an organization.

MGT 704 Job Satisfaction, Motivation, and Work Behavior (3 Credits)*Management*

Theories analyzed in terms of soundness, research support, and management implications. Work design and environment, reward systems in relation to employee motivation, stress, job satisfaction and performance.

MGT 705 Organizational Theory and Design (3 Credits)*Management*

Contemporary organizational systems, structural variables, and dynamics: the organization, organizational growth, effects of size and technology, emergence of new control systems, forms of organizational pathology, and directions of change in organizational pathology, and directions of change in organizational forms.

MGT 709 Business Policy (3 Credits)*Management*

Interdepartmental approach to policy-making and administration from a top-management point of view. Thinking about business problems from an overall point of view.

MGT 710 Administrative Policy (3 Credits)*Management*

Applies the principles and techniques of management to the life-cycle management process through the use of a computerized management simulation problem. Includes consideration of policy-making issues from the top management point of view.

Repeatable

MGT 754 Compensation Administration (3 Credits)*Management*

Double-numbered with MGT 454

Concepts, models, theories, and legislation related to employee compensation: wage theory, job analysis, job evaluation, job structure pricing, employee motivation, individual appraisal and reward, and benefits. Additional work required of graduate students.

Advisory recommendation Prereq: MGT 355 or 656

MGT 755 Collective Bargaining (3 Credits)*Management*

History and development of collective bargaining in the United States. Structure, processes, and institutional framework of collective bargaining within the industrial relations systems.

MGT 756 Human Resource Assessment and Staffing (3 Credits)*Management*

Concepts, problems, and research related to the assessment of individual qualifications for employment and performance when recruiting, staff planning, and allocating staff resources.

Advisory recommendation Prereq: MGT 355 or 656

MGT 757 Career Planning, Training, and Development (3 Credits)*Management*

Theory and analysis of the empirical evidence related to training, career planning, and development concepts, methods, and programs. Conditions of learning, program evaluation, staff and career-planning models.

MGT 758 Labor Arbitration and Dispute Resolution (3 Credits)*Management*

Economic, social, and legal implications of labor arbitration. Historic and contemporary problems commonly adjudicated by labor arbitrators. Theoretical and empirical evidence of the effectiveness of various dispute resolution strategies.

MGT 761 Strategic Planning and Corporate Forecasting for Innovative Organizations (3 Credits)*Management*

Focuses on innovative growth organizations continually subject to technological and economic uncertainties.

MGT 762 Leadership and Organization Change (3 Credits)*Management*

Double-numbered with MGT 462

Nature of the organizational development field and dominant methods, models and perspectives taken. Opportunities provided to increase skills and effectiveness in diagnosing and intervening in ongoing systems. Additional work required of graduate students.

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

MGT 763 Authority and Power Dynamics in Organizations (3 Credits)*Management*

Explores the psychodynamics of authority and power within and between small work groups in the context of an evolving, fluid learning organization. Participants develop skills identifying, interpreting and expressing the emotions of leadership within groups.

MGT 764 Strategic Change and Organizational Innovation (3 Credits)
Management

Focuses on managing required system-wide changes through an understanding of the technical, political and cultural subsystems and their interrelationships.

MGT 855 Seminar in Organization and Management (3 Credits)
Management

Results of supervised readings and independent study presented by participants for group discussion and evaluation. History, direction, and substance of developments in the fields of organization and management.

MGT 970 Experience Credit (1-6 Credits)
Management

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

MGT 990 Independent Study (1-6 Credits)
Management

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

Management Information Systems

MIS 500 Selected Topics (1-6 Credits)
Management

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.

Repeatable

MIS 545 Decision Support Systems (3 Credits)
Management

Concepts and models of support systems for management decision making. Systems analysis of unstructured decision problems.

Prereq: MIS 425 and 435

MIS 557 Management Information System Design and Implementation (3 Credits)
Management

Such issues as top down modular design of management information systems, testing, documentation, and implementation.

Prereq: MIS 335

MIS 558 Adv Prob Mgt Info Sys (3 Credits)
*Management***MIS 625 Information Technology for Business (3 Credits)**
Management

Double-numbered with MIS 325

Explores the strategic presence of information technology across business, its impact on day-to-day operations, and the risks created. Discusses effective use of information technology to improve business decision-making, revitalize business processes, and gain competitive advantage. Additional work required of graduate students.

Advisory recommendation Prereq: MBC 634

Shared Competencies: Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>)

MIS 635 The MIS Data Base (3 Credits)
Management

Data base concepts and methods that enhance managerial decision making. Machine-user interface, data base model modularity, and integration. Criteria for file organization and data base management system selection.

Advisory recommendation Prereq: MIS 625/ISM 741

MIS 645 Implementing a Web-enabled Enterprise (3 Credits)
Management

Double-numbered with MIS 445

Identify a business opportunity, develop an e-business strategy, and design the web store. Gain hands-on experience in setting up a fully functional web store.

MIS 646 Issues in Management Information Systems (3 Credits)
Management

Issues and success factors in planning, design, development, evaluation, and use of computer based systems. Technical, managerial, and human factors influencing effective development and use of management information systems in organizations.

Advisory recommendation Prereq: MBC 634

MIS 655 Customer Relationship Management with Systems Applications and Products (3 Credits)
Management

Cross-listed with SCM 655, MAR 655

Integration of marketing, supply-chain and technology management aspects of customer relationship management. Operational, analytical and collaborative processes supported by SAP's integrated software. Actual use of SAP software, including Business Data Warehouse, with best-practice processes.

MIS 670 Experience Credit (1-6 Credits)
Management

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

MIS 690 Independent Study (1-6 Credits)
Management

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

MIS 745 Decision Support Technologies (3 Credits)
Management

Conventional and innovative technologies for designing and implementing decision-making models. Advanced spreadsheet capabilities and add-on tools for genetic algorithms, neural networks, induced decision trees, and data mining.

MIS 930 Doctoral Seminar in Management Information Systems (3 Credits)
Management

Advanced topics and current research areas in management information systems.

Repeatable

MIS 990 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

Real Estate**RES 600 Selected Topics (1-6 Credits)***Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.

Repeatable

RES 631 Real Estate Principles (3 Credits)*Management*

Double-numbered with RES 332

The understanding of real estate fundamentals, including roles, activities, terminology, transaction processes and how the tools and models in real estate are used to make informed decisions, with emphasis on developing valuation skills. Additional work required for graduate students.

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

RES 642 Real Estate Development (3 Credits)*Management*

Double-numbered with RES 342

Build understanding of the real estate development process. Deliver the prerequisite understanding of terms, concepts and competencies necessary for a basic understanding of and participation in real estate development.

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

RES 643 Real Estate Capital Markets (3 Credits)*Management*

Double-numbered with RES 443

Real estate debt and equity instruments. Primary and secondary mortgage markets, mortgage banking, loan instruments, and securitization. Lender and borrower decisions regarding real estate financing. Additional work required of graduate students.

Advisory recommendation Prereq: FIN 751 or 756

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

RES 647 Community Development (3 Credits)*Management***RES 652 Real Estate Asset Management (3 Credits)***Management*

Double-numbered with RES 452

The purpose of this course is to examine techniques to increase the value of real estate assets under management. Topics include asset-repositioning strategies, capital expenditure planning, designing tenant mix, cost control techniques, and management strategies. Additional work is required for graduate students.

Advisory recommendation Prereq: RES 631

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

RES 662 Real Estate Finance and Investment (3 Credits)*Management*

Double-numbered with RES 362

Real estate investment, finance, and valuation. Different measures of investment performance, impact of the financing decision, and various real estate financing techniques. Additional work required for graduate students.

Shared Competencies: Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>); Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

RES 672 Case Studies in Real Estate Investment and Finance (3 Credits)*Management*

Double-numbered with RES 472

The course examines different areas of the real estate market. Analysis of the real estate space market, the real estate capital markets, cash flow analysis and different financing techniques, with examples in different property types. Additional work required of graduate students.

RES 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

RES 692 Real Estate Modeling (3 Credits)*Management*

Double-numbered with RES 492

The course provides a comprehensive overview of real estate modeling using Excel and Argus. Students will learn to model existing and development property cashflows, accommodate for different financial structures and account for various risks. Additional work is required for graduate students.

Advisory recommendation Prereq: RES 631

Shared Competencies: Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>)

RES 695 Real Estate: Doing Well and Doing Good (3 Credits)*Management*

The course explores how real estate can be used to ¿do well¿ financially while also ¿doing good¿ socially. Key topics include history of discrimination in the industry, challenges related to diversity, sustainable and socially impactful development, and strategies for responsible development, investment, and community engagement.

Advisory recommendation Prereq: RES 631 AND (FIN 621 or FIN 751)

Supply Chain Management**SCM 600 Selected Topics (1-6 Credits)***Management*

Exploration of a topic (to be determined) not covered by the standard curriculum but of interest to faculty and students in a particular semester.

Repeatable

SCM 651 Business Analytics (3 Credits)*Management*

Business analytics including advanced spreadsheets; relational database and SQL queries; statistical analysis in R including multi-linear regression, interactions, tests for regression assumptions, logit, probit; neural networks; and dashboards.

SCM 655 Customer Relationship Management with Systems**Applications and Products (3 Credits)***Management*

Cross-listed with MIS 655, MAR 655

Integration of marketing, supply-chain and technology management aspects of customer relationship management. Operational, analytical and collaborative processes supported by SAP's integrated software. Actual use of SAP software, including Business Data Warehouse, with best-practice processes.

SCM 656 Project Management (3 Credits)*Management*

Elements of successful project management. The organization and planning necessary from requirements definition to project closure. Project management processes and techniques.

SCM 670 Experience Credit (1-12 Credits)*Management*

Participation in a discipline or subject related experience. Student must be evaluated by written or oral reports or an examination. Permission in advance with the consent of the department chairperson, instructor, and dean. Limited to those in good academic standing.

Repeatable

SCM 690 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

SCM 701 Supply Chain and Logistics Management (3 Credits)*Management*

Quantitative and qualitative analysis of global supply chains, channels of distribution, and logistics networks. Extensive use of cases.

Advisory recommendation Prereq: MBC 635, MBC 636, AND MBC 638

SCM 703 Principles of Management Science (3 Credits)*Management*

Concepts and development of analytical model building as used in global supply chain decision.

SCM 711 Supply Chain Management Systems (3 Credits)*Management*

Double-numbered with SCM 411

Supply chain management systems: electronic communication, scanning, and tracking systems, enterprise-wide transactional systems, material and distribution requirements planning, supply chain planning. Additional work required for graduate students.

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

SCM 732 Strategic Sourcing (3 Credits)*Management*

Double-numbered with SCM 432

Impact of purchasing and supply chain management on competitive success. Ethical, contractual, and legal issues faced by purchasing professionals. Strategic nature of purchasing, negotiating tactics, and cutting-edge technology used in "world class" purchasing departments. Advisory recommendation Prereq: MBC 635

SCM 740 Green Supply Chain Management (3 Credits)*Management*

Double-numbered with SCM 440

This course provides an overview of sustainable supply chain management. It examines how companies are becoming more "green" in their work and across multiple parts of their supply chain work, including procurement, packaging, suppliers, and other inputs. Heavy case-based approach. Additional work required for graduate students.

Advisory recommendation Prereq: MBC 635

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

SCM 744 Wine Analytics (3 Credits)*Management*

Double-numbered with SCM 444

This course focuses the analytical techniques used in the wine industry to aid in wine-makers decision-making about operational costs, production, distribution, inventory, sales, and futures pricing. Heavy case-based emphasis. Additional work required for graduate students.

Shared Competencies: Critical and Creative Thinking (<https://coursecatalog.syracuse.edu/shared-competencies/critical-and-creative-thinking/>)

SCM 751 Supply Chain Finance (3 Credits)*Management*

Double-numbered with SCM 451

This course focuses on the supply chain decisions and connects them to the financial performance and financing decisions of companies. It aims to provide an integrated management of supply chain and financial flows. Additional work required for graduate students includes four case study reports.

Shared Competencies: Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

SCM 755 Lean Six Sigma (3 Credits)*Management*

Double-numbered with SCM 455

Six sigma process-improvement approach focused on quality, reliability and value to customers. Skills include techniques from the define, measure, analyze, improve and control (DMAIC) approach. Lean concepts from supply chain management. Additional work required of graduate students.

Shared Competencies: Information Literacy and Technological Agility (<https://coursecatalog.syracuse.edu/shared-competencies/information-literacy-and-technological-agility/>); Scientific Inquiry and Research Skills (<https://coursecatalog.syracuse.edu/shared-competencies/scientific-inquiry-and-research-skills/>)

SCM 777 Global Supply Chain Management & Risk Mgmt (3 Credits)*Management*

Cross-listed with MAR 777

Double-numbered with SCM 477

Topics include: design of global facility networks, containerization and logistical planning across borders, benefits and risks of outsourcing and offshoring while integrating financial and accounting-related matters such as exchange rates, duties, drawbacks and tax differentials.

Prereq: SCM 265

Advisory recommendation Prereq: MBC 616, 638

Shared Competencies: Civic and Global Responsibility (<https://coursecatalog.syracuse.edu/shared-competencies/civic-and-global-responsibility/>)

SCM 960 Doctoral Seminar in Supply Chain Management (3 Credits)*Management*

Repeatable

SCM 962 Marketing and Supply Chain Models (3 Credits)*Management*

Cross-listed with MAR 962

Statistical/econometric and management science modeling approaches to marketing/supply chain management problem solving.

SCM 990 Independent Study (1-6 Credits)*Management*

Exploration of a problem, or problems, in depth. Individual independent study upon a plan submitted by the student. Admission by consent of supervising instructor(s) and the department.

Repeatable

SCM 999 Dissertation (0-15 Credits)*Management*