

# BUSINESS ADMINISTRATION (BSAD)

## Business Administration Graduate Courses

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **BSAD 8066 HEALTHCARE ANALYTICS FOR BUSINESS (3 credits)**

This course will focus on the use of analytics to develop key performance indicators that integrate and evaluate clinical, administrative, and financial performance. Key concepts in this course will include information management, performance metrics, data visualization, and communication of results across the healthcare ecosystem. Specific topics will include health outcomes analysis, financial performance, developing an analytics strategy, data quality and governance, and the four stages of actionable intelligence. (Cross-listed with MGMT 4060, SCMT 4060).

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

### **BSAD 8070 COACHING & DEVELOPING OTHERS (2 credits)**

Organizational leaders must effectively coach and develop others in order to ensure sustainable long-term organizational performance. Both through one-on-one feedback and coaching as well as through strategy-aligned organizational-level talent development programs, leaders establish the organization's culture of employee development and growth.

**Prerequisite(s):** Admission to Executive MBA Program or Executive Certificate in Business Leadership. Not open to non-degree graduate students.

### **BSAD 8076 INTERNATIONAL LOGISTICS MANAGEMENT (3 credits)**

This course will focus on the logistics of international trade and how managers facilitate the flow of goods and services in import and export environments. Students will learn about infrastructure and business practices needed to manage international transportation, communications, services, and regulatory requirements. Students will develop an understanding of international terms of trade, transaction risk management, and location decisions for placement of warehouses and distribution centers. (Cross-listed with SCMT 4070).

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

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

The course will cover forecasting tools and applications applied to business settings. The first half of the course will cover traditional Econometric forecasting methods and the second half of the course will focus on predictive analytics models and machine learning. Time in the computer lab will be focused on teaching students how to implement the models discussed in lectures. (Cross-listed with ECON 8310).

**Prerequisite(s):** ECON 8320 (or equivalent programming experience) or permission of instructor. Not open to non-degree graduate students.

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

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

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

**BSAD 8096 MANAGING COLLABORATIVE ENGAGEMENT (3 credits)**

This course will provide students with the opportunity to develop knowledge and strategies for leading teams, enhancing collaboration, building consensus, problem solving in teams, facilitating group processes, and designing collaborative workspaces. (Cross-listed with MGMT 4090, ITIN 4090)

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

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

The course will offer students tools of analysis drawn from consumer theory and the theory of the firm in order to improve the understanding of human behavior as it is constrained in the context of business decision-making. This course is intended for students who are seeking the degree of Master of Science in Economics or the degree of Master of Business Administration.

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

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

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

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

**BSAD 8136 HUMAN RESOURCE MANAGEMENT (3 credits)**

This course is a comprehensive review of human resource management concepts and practices. The course is designed to educate future managers and leaders on the importance of utilizing effective human resource methods that comply with federal laws and provide the organization with high-quality talent that provides a competitive advantage. (Cross-listed with MGMT 4030).

**Prerequisite(s):** BSAD 8136 students do not have any prerequisite courses; however, BSAD 8250 (Organizational Behavior) is recommended prior to enrollment.

**BSAD 8140 BUSINESS INTELLIGENCE ANALYSIS (2 credits)**

In BSAD 8440 you learned how to extract and manipulate data in a business intelligence tool. In this class you will learn to use this data to extract business knowledge. To do this, you will learn about the data model, methods of aggregation, and visualizations in the business intelligence (BI) software.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8440. Not open to non-degree graduate students.

**BSAD 8146 TOTAL REWARDS (3 credits)**

This course is a comprehensive review of the theory and practice of developing and implementing cost-effective employee compensation and benefit programs. The course is designed to enable future managers and human resource professionals to utilize effective strategies for managing the single largest controllable expense for organizations; employee pay and benefits. (Cross-listed with MGMT 4010).

**Prerequisite(s):** BSAD 8136 is recommended but not required.

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

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

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

**BSAD 8156 TALENT DEVELOPMENT (3 credits)**

This course is a comprehensive review of the theory and practice of developing and implementing cost-effective employee training and development programs to optimize human capital effectiveness in modern organizations. The course is designed to enable future managers and human resource professionals to utilize effective strategies for assessing employee training needs and developing appropriate solutions to maximize talent utilization. (Cross-listed with MGMT 4120).

**Prerequisite(s):** BSAD 8136 is recommended but not required.

**BSAD 8160 INTERMEDIATE ANALYTICS (2 credits)**

Business Intelligence software tools are statistical in nature. Many of the visualizations/widgets use statistics "under the hood" to provide insights to you the user. Can you trust these insights? How are they calculated? When are they appropriate? In this class, you will learn the answers to these questions.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8140. Not open to non-degree graduate students.

**BSAD 8166 STAFFING THE ORGANIZATION (3 credits)**

This course is a comprehensive review of issues and techniques related to the acquisition of high-quality human resources for optimal organizational effectiveness. The course is designed to enable future managers and human resource professionals to utilize effective strategies for recruiting, selecting, placing, and integrating new employees into the organization's workforce. (Cross-listed with MGMT 4110).

**Prerequisite(s):** BSAD 8136 is recommended but not required.

**BSAD 8176 EMERGING TRENDS IN SUPPLY CHAIN MANAGEMENT (3 credits)**

This course will focus on megatrends influencing supply chain management and design in the 21st century. Key concepts in this course will include contemporary opportunities and challenges in creating customer value via the supply chain with a focus on globalization, sustainability, and risk management. Specific topics will include the influence of the empowered customer on supply chain design, global supply chain trends, and the need for integration of technology and talent to create a competitive advantage. (Cross-listed with SCMT 4170).

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

**BSAD 8190 APPLICATIONS IN ANALYTICS (2 credits)**

What is a 'business question' and how do you answer it with data? In this class you will learn to form testable business questions. This course will build on the knowledge you gained in BSAD 8440, BSAD 8140, and BSAD 8160 to answer your business questions with the help of business intelligence software.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8160. Not open to non-degree graduate students.

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

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

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

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

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

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

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

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

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

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

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

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

**BSAD 8220 ADVANCED APPLICATIONS IN ANALYTICS (2 credits)**

Using the knowledge gained in BSAD 8440, BSAD 8140, BSAD 8160, and BSAD 8190, each student in this course will work individually to apply the entire business analytics process (starting with data collection and ending with using results to make informed decisions) to a real problem in their own organization.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8190. Not open to non-degree graduate students.

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

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

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

**BSAD 8230 LEADING CHANGE & INNOVATION (2 credits)**

This course focuses on providing leaders with the knowledge and ability to lead organizational change and enhance organizational innovation. Topics include organizational culture, organizational design, and organizational processes (including reward systems).

**Prerequisite(s):** Admission to the Executive MBA program or Executive Certificate in Business Leadership. Not open to non-degree graduate students.

**BSAD 8240 EFFECTIVE LEADERSHIP OF PEOPLE (2 credits)**

This course aims to enhance the leadership effectiveness of students by developing knowledge of what constitutes effective leadership and how to apply leadership concepts and models.

**Prerequisite(s):** Admission to the Executive MBA program or Executive Certificate in Business. Not open to non-degree graduate students.

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

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

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

**BSAD 8260 EFFECTIVE USE & REPORTING OF ACCOUNTING INFORMATION (2 credits)**

This course focuses on the use and reporting of accounting information, with an emphasis on financial statements and how executive decisions can influence these statements. Financial statements, including footnotes and explanatory material, are the primary instruments utilized by parties external to the enterprise in making judgments about the enterprise. By understanding how management decisions are reflected in the financial statements, managers will understand how they can influence their judgment.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business Leadership. Not open to non-degree graduate students.

**BSAD 8280 EMPLOYEE RECRUITMENT, ENGAGEMENT, AND RETENTION (2 credits)**

Effective recruitment, engagement, and retention of highly motivated and high performing employees is critical for organizational success. This course will address the key organizational characteristics that must be in place for this to occur.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business Leadership.

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

This course is designed to increase students' understanding and knowledge of how organizations are designed and structured in order to create value and competitive advantage, and how organizations can operate in an effective and efficient manner in an ever-changing environment. The course will address topics such as: organizational effectiveness, organizational structure, organizational design, organizational culture, organizational technology, the external environment, organizational change, and the organizational life cycle. The ultimate goal is for students to be able to understand how organizations should be structured as a result of both external and internal factors.

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

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

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

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

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

The student will be exposed to current research findings in sales management and to business cases and simulations where sales management theories and concepts will be applied. This course will prepare students to develop and implement specific compensation, motivation, and evaluation strategies for managing sales professionals across a wide variety of organizations. (Cross-listed with MKT 4320.)

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

**BSAD 8330 LEADING TEAMS (2 credits)**

This course focuses on building and leading high-performing teams in organizations. Topics include how to evaluate team effectiveness, how to create and develop teams that are cohesive and high-performing, how to lead and facilitate teams, and how to diagnose and intervene when teams are experiencing problems.

**Prerequisite(s):** Admission to the Executive MBA program or Executive Certificate in Business Leadership. Not open to non-degree graduate students.

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

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

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

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

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

**Prerequisite(s):** Instructor Permission.

**BSAD 8345 CONSUMER BEHAVIOR (3 credits)**

Consumers purchase, use, experience, and dispose of products and services as part of their consumption process. How and why consumers choose various brand options, form judgments about these brands, and decide which options to buy and/or re-buy are essential knowledge for marketing professionals. The course covers the psychological and social issues that guide consumption decisions. (Cross-listed with MKT 3320).

**Prerequisite(s):** Admission to Graduate College, MBA Program or by permission of the instructor.

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

This course focuses on global suppliers as partners in the development and commercialization of new products. Students will learn about open innovation and the integration of internal and external business systems in new product innovation. Students will develop an understanding of regulatory policies related to information sharing and the intellectual property rights of buyers and suppliers. (Cross-listed with SCMT 4350).

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

**BSAD 8360 EFFECTIVE MANAGEMENT OF CAPITAL STRUCTURE, CASH, & RISK (2 credits)**

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

**Prerequisite(s):** Admission to the Executive MBA program or Executive Certificate in Business. Not open to non-degree graduate students.

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

This course focuses on utilizing the Internet as a marketing platform. Course content includes discussion of how the Internet is used by businesses for designing products, pricing, promotions, distribution, positioning, gathering information, and cultivating relationships with stakeholders. The discussion about the rise of social media, sharing economy, virtual reality devices, and other relevant trends will also be part of the course. (Cross-listed with MKT 4360).

**Prerequisite(s):** BSAD 8400 with a grade of 'B' or above. Not open to non-degree graduate students.

**BSAD 8370 LEADERSHIP IN DIVERSITY, EQUITY, ACCESS, AND INCLUSION (2 credits)**

This course will focus on the role that organizational leaders play in proactively addressing organizational issues related to diversity, power, access, and equity. The course will explore tensions through the range of dimensions in which diversity is manifested among business leaders, staff, and stakeholders (which includes anyone impacted by the organization's business decisions - e.g., employees, contractors, suppliers, customers, and the community). Policies, systems, histories, structures, and legislation will also be discussed.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Leadership. Not open to non-degree graduate students.

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

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

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

**BSAD 8380 EFFECTIVE SYSTEMS, OPERATIONS, AND IT (2 credits)**

Students will learn how to employ decision-making skills to create a long-term competitive advantage for an organization through operational and technical excellence. Key concepts in this course will include developing a view of organizations as technical and behavioral systems, operations management, quality management, strategies related to IT procurement, deployment, maintenance and security, and the supply chain. Specific topics will include applied systems theory, process improvement, quality assurance, supply chain management, IT systems development strategies, and issues related to systems security, data security, and data privacy.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business

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

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

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

**BSAD 8396 MARKETING ANALYTICS (3 credits)**

This course focuses on the application of data analytics in marketing decision making (e.g., segmentation, sales forecasting, and resource allocation). Students will learn to apply statistics and econometrics to solve marketing problems. Key topics in this course include marketing data visualization, marketing metrics, descriptive and predictive analytics, and digital marketing analytics. This course takes a very hands-on approach with real-world databases and equips students with tools that can be used immediately on the job. (Cross-listed with MKT 4370).

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

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

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

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

**BSAD 8416 DIVERSITY, EQUITY, ACCESS AND INCLUSION SOLUTIONS FOR MINIMIZING RISK (3 credits)**

This course provides students an opportunity to explore the various aspects of power, access, and equity as it relates to the business environment. Students will explore tensions through the range of dimensions in which diversity is manifested among business leaders, staff, and stakeholders (include anyone impacted by business decisions, such as: employees, contractors, suppliers, customers, and the community) through policies, systems, histories, structures, and legislation. Students will have the opportunity to learn differences that individuals bring to a business environment and how stakeholders can capitalize on those differences by creating long-term inclusive environments. (Cross-listed with LAWS 4410).

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

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

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

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

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

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

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

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

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

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

**BSAD 8435 MARKETING INNOVATION (3 credits)**

Product, service, and process innovation are essential drivers of firm performance. However, firms face considerable and complex challenges when bringing innovative ideas to life. For example, what marketing research methods should we employ to uncover vital consumer insights? How do these insights influence the development and launch of new products and services? What differentiated value are we delivering to our consumers? How do we successfully bring this new product or service to market? How does a brand's purpose and personality influence consumers' perceptions, purchase decisions, adoption, and engagement? This course will cover key marketing principles involved in the development and launch of new and innovative products and services - from conception to commercialization. Furthermore, we will explore how new-age technologies impact each stage of the development and launch processes. (Cross-listed with MKT 3400).

**Prerequisite(s):** BSAD 8420 or equivalent; and admission to Graduate College, MBA Program or by permission of the instructor.

**BSAD 8440 BUSINESS INTELLIGENCE DATA EXPLORATION (2 credits)**

The first in any analytics project is to get data ready for analysis. In this class you will learn to extract data from a business data source and ready it for analysis in a business intelligence software tool. In the process you will learn tools necessary for this process including SQL, Power Query, M, and DAX.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics. Not open to non-degree graduate students.

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

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

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

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

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

**Prerequisite(s):** Admission to Graduate College, MBA Program, or by permission of the instructor.

**BSAD 8466 SUPPLY CHAIN INTEGRATION (3 credits)**

This course will focus on the integration of internal and external systems designed to maximize the efficiency and effectiveness of supply chain networks developed by industrial organizations, government agencies, and not-for-profit organizations. Key concepts will include supply chain design, trends in technology, and cross-functional collaboration, coordination, and communication along the value chain. Specific topics will include the influence of empowered customers on supply chain integration, global supply chain trends, closed-loop supply chains, and the challenges and benefits of integrating technology and talent in the workplace. (Cross-listed with SCMT 4460).

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

**BSAD 8476 BEHAVIORAL FINANCE & INVESTING (3 credits)**

This course focuses on how actual investor behaviors and market behaviors differ from traditional theories of finance. This course will examine psychological biases, identify how such biases influence financial markets and settings, and explore methods that can be utilized to recognize and overcome such behavioral pitfalls. (Cross-listed with FNBK 4470).

**Prerequisite(s):** Admission to graduate college, MBA program, or by permission of instructor. Not open to non-degree graduate students.

**BSAD 8480 GLOBAL ECONOMICS AND CORPORATE SOCIAL RESPONSIBILITY (2 credits)**

In this course students will learn both how to apply global economic issues business strategy and how to balance socially responsible activities with the profit motive. With respect to global economics, topics include gains from trade, international trade patterns, foreign exchange markets, and barriers to trade. With respect to corporate social responsibility, topics include social responsibility and working conditions, socially responsible stewardship of the environment, and socially responsible strategies concerning human rights issues.

**Prerequisite(s):** Admittance to the Executive MBA Program or the Executive Certificate in Business.

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

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

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

This course focuses upon the modern portfolio theory of investment management and its application in formulation of policies for individuals and institutional investors. Topics addressed will include qualitative and quantitative analysis of the risks and returns of portfolio management using efficient market, fundamental analysis, and technical analysis approaches.

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

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

This course focuses on the theory and practice in managing commercial banks. Topics covered include but not limited to: bank regulations, bank performance analysis, asset liability management, credit analysis and consumer loans. The course emphasizes the link between theory and practice through assigned course related readings, guest lecturers from industry experts, and a comprehensive bank research project on a local bank of your choice. At the end of the course, students should have a good understanding of basic banking theories as well as banking practices, and current issues and challenges facing the banking industry.

**Prerequisite(s):** BSAD 8500. Not open to non-degree graduate students.

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

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

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

This course will address specific financial management topics which will vary by semester and is intended for graduate students.

**BSAD 8560 MARKETING STRATEGY: CUSTOMERS AND MARKETS (2 credits)**

This course will focus on how successful businesses match their objectives and resources with opportunities in the marketplace by identifying and measuring consumer needs, determining target markets and deciding which products and services to offer. This course will also address pricing, promotion, and distribution strategies to create competitive advantage in domestic and international markets.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business. Not open to non-degree graduate students.

**BSAD 8570 EFFECTIVE STRATEGIC MANAGEMENT (2 credits)**

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

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business. Not open to non-degree graduate students.

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

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

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

**BSAD 8590 EXECUTIVE MBA CAPSTONE PROJECT (4 credits)**

Students in the Executive MBA capstone project course will complete an applied consulting project for an organization that requires them to integrate knowledge across multiple Executive MBA program knowledge areas. Students will identify the key problem(s) to be solved, use sound methodologies to gather necessary data, identify and employ relevant evidence-based research and practitioner literatures, apply relevant models and theories to guide the generation of potential solutions and implementation strategies, and identify the feasibility and financial implications of their proposed solution(s).

**Prerequisite(s):** Admission to the Executive MBA Program. Not open to non-degree graduate students.

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

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

**BSAD 8600 REAL ESTATE FINANCE THEORY AND APPLICATIONS (3 credits)**

This course explores advanced financial analysis tools and methodologies used to quantify complex factors surrounding real estate productivity, value, investment, and project feasibility. Specific course topics will coincide with student interest in one of three focus areas: Investment, Development, or Commercial Finance.

**Prerequisite(s):** RELU 3410 and BSAD 8630, or permission of Real Estate Program Director.

**BSAD 8605 REAL ESTATE PRINCIPLES AND PRACTICES (3 credits)**

This is a survey course in real estate principles and practices, which is designed to familiarize students with industry terminology, current practices, and cover the following topics: Licensure, property rights, legal descriptions, real estate law and contracts, appraisal, financing, investments, Fair Housing, and related topic areas. This course provides foundational knowledge of the real estate field and will prepare students to successfully complete more advanced real estate coursework. NOTE: Students cannot receive credit for both RELU 2410 and RELU 3410. (Cross-listed with RELU 3410).

**Prerequisite(s):** Admission to Graduate College, MBA Program, or permission of Real Estate Program Director.

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

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

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

**BSAD 8610 REAL ESTATE APPRAISAL (3 credits)**

This course addresses the fundamentals of real estate valuation and appraising, including factors affecting value, valuing land, improvements, and special classes of residential property, appraisal practice and rules, depreciation and obsolescence, and the mathematics of appraising.

**Prerequisite(s):** RELU 3410 and BSAD 8630, or permission of instructor.

**BSAD 8616 REAL ESTATE INVESTMENTS (3 credits)**

This course focuses on methods used to analyze existing and proposed commercial and residential real estate investments through dynamic programming models, and explores strategies to finance commercial real estate. The class ultimately prepares students to understand the risks and rewards associated with financing and investing in real estate. (Cross-listed with RELU 4390).

**Prerequisite(s):** RELU 2410 or RELU 3410 or FNBK 3250 or BSAD 8605 or BSAD 8630

**BSAD 8625 PROPERTY MANAGEMENT (3 credits)**

This course focuses on commercial and residential property management concepts and their application to the operation, control, and oversight of real property. The course will study leasing, tenant selection and relations, maintenance, marketing, contract management, asset management principles, as well as Fair Housing Laws and the Americans With Disabilities Act as they pertain to property management. (Cross-listed with RELU 3450).

**Prerequisite(s):** BSAD 8605, or permission of the Real Estate Program Director.

**BSAD 8626 REAL ESTATE DEVELOPMENT (3 credits)**

This course focuses on the procedures and complexities in developing and redeveloping various commercial property types and mixed-use real estate. Topics include an overview of the real estate development process, assembling a team, identifying project stakeholders, financial analysis, site selection, market analysis, and the regulatory environment. (Cross-listed with RELU 4440).

**Prerequisite(s):** BSAD 8605 or BSAD 8630, or permission of the Real Estate Program Director.

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

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

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

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

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

**BSAD 8650 VISION & STRATEGIC LEADERSHIP (2 credits)**

This course focuses on the critical role that organizational leaders play in ensuring that the organization has a clear vision and a clear mission which are in alignment with the organization's business strategy and unit goals and effectiveness metrics. This course focuses on the mission and vision creation and communication process as well as vertical and horizontal goal alignment.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business Leadership. Not open to non-degree graduate students.

**BSAD 8660 FRONTIERS OF ANALYTICS (2 credits)**

In this program, you have learned many analytics techniques. However, analytics is a constantly evolving field with increasingly advanced methods. What techniques might be presented to you as a manager? How do you interpret these results? In this class we will explore cutting-edge analytics methods and when they are appropriate for your business.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8160. Not open to non-degree graduate students.

**BSAD 8696 EMERGING TECHNOLOGY AND INNOVATION (3 credits)**

This course equips entrepreneurially-minded students with a more complete range and vision of the viability of various startup opportunities (with a specific focus on innovative technologies and innovative business models). Students will become familiarized with the new and emerging technologies and innovations that define modern industries and product categories, as well as the various shifts in the way cutting-edge business gets done, regardless of industry. (Cross-listed with ENTR 4690, MGMT 4690).

**Prerequisite(s):** Admission to a UNO graduate degree program or permission of instructor

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

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

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

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

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

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

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

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

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

**BSAD 8726 INNOVATION VENTURES (3 credits)**

This team-based course provides students with the opportunity to practice the basic tools of business discovery and validation, both as an instrument for new venture formation and as a core capability for addressing challenges in competitive landscapes. As such, the course lies at the intersection of innovation, entrepreneurship and strategy. Students will develop practical experience by experimenting with and refining business ideas. (Cross-listed with ENTR 4720, ITIN 4720, ITIN 8256, MGMT 4720, MKT 4720).

**Prerequisite(s):** Admission to a graduate program or by instructor permission

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

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

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

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

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

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

**BSAD 8776 INTRODUCTORY MAVERICK VENTURE FUND (1 credit)**

This course teaches the basics of venture capital, including, the topics of term sheets, due diligence and learning the perspectives of the entrepreneur and investor. Students in this course have the opportunity to observe more advanced students making investments, ranging from 5,000 dollars to 10,000 dollars plus. This course is the first of three, one-credit courses where students gain more advanced venture funding knowledge and application at each level. (Cross-listed with ENTR 4770).

**Prerequisite(s):** This course requires instructor approval. Students must apply and interview to take this course. Preference is given to students in their junior year, and must have three semesters of school left before graduating.

**BSAD 8786 INTERMEDIATE MAVERICK VENTURE FUND (1 credit)**

In this course, students source deals, listen to pitches, and select start-ups to be funded. Investments typically range from 5,000 dollars to 10,000 dollars plus. This course is the second in a set of three courses that increase in difficulty with each course. (Cross-listed with ENTR 4780).

**Prerequisite(s):** This course requires instructor approval. Students must have completed BSAD 8776 with a grade of C or better.

**BSAD 8796 ADVANCED MAVERICK VENTURE FUND (1 credit)**

This course applies advanced concepts of venture capital. Students will learn how to monitor and assist start-ups in the scaling process. Students learn how to leverage community partners to amplify investment opportunities. This course is the third in a set of three courses that increase in difficulty with each course. (Cross-listed with ENTR 4790).

**Prerequisite(s):** This course requires instructor approval. Students must have completed BSAD 8786 with a grade of C or better.

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

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

**Prerequisite(s):** Students must successfully complete BSAD 8630, BSAD 8420, and BSAD 8830 prior to Capstone and must also complete this course in the final semester or within the last nine (9) hours of their MBA program. Not open to non-degree graduate students.

**BSAD 8820 CONTEMPORARY BUSINESS ISSUES (1 credit)**

This course exposes students to contemporary business issues that they are likely to experience as leaders. Students will examine and synthesize academic literature relevant to an instructor-approved specific topic associated with the contemporary business issue of focus. This course can be used for MBA students who need a one credit hour course to meet their credit hour graduation requirements.

**Prerequisite(s):** BSAD 8150 or permission of instructor. Not open to non-degree graduate students.

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

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

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

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

The course will provide the graduate student with an understanding of the organizational and managerial issues involved in an arts organization as the role of the arts in the business community.

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

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

In this independent study course, individual students are able to complete independent research in a business-related topic area under the supervision of a faculty member. Written independent study reports are expected to include appropriate academic citations and references.

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

**BSAD 8926 SPECIAL TOPICS IN BUSINESS (3 credits)**

This business-focused special topics course is designed to provide students the opportunity to focus on a current or emerging topic in any area of business. An in depth exploration of the topic will be undertaken with the expectation that students will play an active role in the course and engage deeply with the material and concepts addressed within the focal topic area. (Cross-listed with BSAD 4920).

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**BSAD 8066 HEALTHCARE ANALYTICS FOR BUSINESS (3 credits)**

This course will focus on the use of analytics to develop key performance indicators that integrate and evaluate clinical, administrative, and financial performance. Key concepts in this course will include information management, performance metrics, data visualization, and communication of results across the healthcare ecosystem. Specific topics will include health outcomes analysis, financial performance, developing an analytics strategy, data quality and governance, and the four stages of actionable intelligence. (Cross-listed with MGMT 4060, SCMT 4060).

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

**BSAD 8070 COACHING & DEVELOPING OTHERS (2 credits)**

Organizational leaders must effectively coach and develop others in order to ensure sustainable long-term organizational performance. Both through one-on-one feedback and coaching as well as through strategy-aligned organizational-level talent development programs, leaders establish the organization's culture of employee development and growth.

**Prerequisite(s):** Admission to Executive MBA Program or Executive Certificate in Business Leadership. Not open to non-degree graduate students.

**BSAD 8076 INTERNATIONAL LOGISTICS MANAGEMENT (3 credits)**

This course will focus on the logistics of international trade and how managers facilitate the flow of goods and services in import and export environments. Students will learn about infrastructure and business practices needed to manage international transportation, communications, services, and regulatory requirements. Students will develop an understanding of international terms of trade, transaction risk management, and location decisions for placement of warehouses and distribution centers. (Cross-listed with SCMT 4070).

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

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

The course will cover forecasting tools and applications applied to business settings. The first half of the course will cover traditional Econometric forecasting methods and the second half of the course will focus on predictive analytics models and machine learning. Time in the computer lab will be focused on teaching students how to implement the models discussed in lectures. (Cross-listed with ECON 8310).

**Prerequisite(s):** ECON 8320 (or equivalent programming experience) or permission of instructor. Not open to non-degree graduate students.

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

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

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

**BSAD 8096 MANAGING COLLABORATIVE ENGAGEMENT (3 credits)**

This course will provide students with the opportunity to develop knowledge and strategies for leading teams, enhancing collaboration, building consensus, problem solving in teams, facilitating group processes, and designing collaborative workspaces. (Cross-listed with MGMT 4090, ITIN 4090)

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

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

The course will offer students tools of analysis drawn from consumer theory and the theory of the firm in order to improve the understanding of human behavior as it is constrained in the context of business decision-making. This course is intended for students who are seeking the degree of Master of Science in Economics or the degree of Master of Business Administration.

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

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

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

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

**BSAD 8136 HUMAN RESOURCE MANAGEMENT (3 credits)**

This course is a comprehensive review of human resource management concepts and practices. The course is designed to educate future managers and leaders on the importance of utilizing effective human resource methods that comply with federal laws and provide the organization with high-quality talent that provides a competitive advantage. (Cross-listed with MGMT 4030).

**Prerequisite(s):** BSAD 8136 students do not have any prerequisite courses; however, BSAD 8250 (Organizational Behavior) is recommended prior to enrollment.

**BSAD 8140 BUSINESS INTELLIGENCE ANALYSIS (2 credits)**

In BSAD 8440 you learned how to extract and manipulate data in a business intelligence tool. In this class you will learn to use this data to extract business knowledge. To do this, you will learn about the data model, methods of aggregation, and visualizations in the business intelligence (BI) software.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8440. Not open to non-degree graduate students.

**BSAD 8146 TOTAL REWARDS (3 credits)**

This course is a comprehensive review of the theory and practice of developing and implementing cost-effective employee compensation and benefit programs. The course is designed to enable future managers and human resource professionals to utilize effective strategies for managing the single largest controllable expense for organizations; employee pay and benefits. (Cross-listed with MGMT 4010).

**Prerequisite(s):** BSAD 8136 is recommended but not required.

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

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

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

**BSAD 8156 TALENT DEVELOPMENT (3 credits)**

This course is a comprehensive review of the theory and practice of developing and implementing cost-effective employee training and development programs to optimize human capital effectiveness in modern organizations. The course is designed to enable future managers and human resource professionals to utilize effective strategies for assessing employee training needs and developing appropriate solutions to maximize talent utilization. (Cross-listed with MGMT 4120).

**Prerequisite(s):** BSAD 8136 is recommended but not required.

**BSAD 8160 INTERMEDIATE ANALYTICS (2 credits)**

Business Intelligence software tools are statistical in nature. Many of the visualizations/widgets use statistics "under the hood" to provide insights to you the user. Can you trust these insights? How are they calculated? When are they appropriate? In this class, you will learn the answers to these questions.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8140. Not open to non-degree graduate students.

**BSAD 8166 STAFFING THE ORGANIZATION (3 credits)**

This course is a comprehensive review of issues and techniques related to the acquisition of high-quality human resources for optimal organizational effectiveness. The course is designed to enable future managers and human resource professionals to utilize effective strategies for recruiting, selecting, placing, and integrating new employees into the organization's workforce. (Cross-listed with MGMT 4110).

**Prerequisite(s):** BSAD 8136 is recommended but not required.

**BSAD 8176 EMERGING TRENDS IN SUPPLY CHAIN MANAGEMENT (3 credits)**

This course will focus on megatrends influencing supply chain management and design in the 21st century. Key concepts in this course will include contemporary opportunities and challenges in creating customer value via the supply chain with a focus on globalization, sustainability, and risk management. Specific topics will include the influence of the empowered customer on supply chain design, global supply chain trends, and the need for integration of technology and talent to create a competitive advantage. (Cross-listed with SCMT 4170).

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

**BSAD 8190 APPLICATIONS IN ANALYTICS (2 credits)**

What is a 'business question' and how do you answer it with data? In this class you will learn to form testable business questions. This course will build on the knowledge you gained in BSAD 8440, BSAD 8140, and BSAD 8160 to answer your business questions with the help of business intelligence software.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8160. Not open to non-degree graduate students.

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

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

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

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

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

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

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

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

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

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

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

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

**BSAD 8220 ADVANCED APPLICATIONS IN ANALYTICS (2 credits)**

Using the knowledge gained in BSAD 8440, BSAD 8140, BSAD 8160, and BSAD 8190, each student in this course will work individually to apply the entire business analytics process (starting with data collection and ending with using results to make informed decisions) to a real problem in their own organization.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8190. Not open to non-degree graduate students.

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

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

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

**BSAD 8230 LEADING CHANGE & INNOVATION (2 credits)**

This course focuses on providing leaders with the knowledge and ability to lead organizational change and enhance organizational innovation. Topics include organizational culture, organizational design, and organizational processes (including reward systems).

**Prerequisite(s):** Admission to the Executive MBA program or Executive Certificate in Business Leadership. Not open to non-degree graduate students.

**BSAD 8240 EFFECTIVE LEADERSHIP OF PEOPLE (2 credits)**

This course aims to enhance the leadership effectiveness of students by developing knowledge of what constitutes effective leadership and how to apply leadership concepts and models.

**Prerequisite(s):** Admission to the Executive MBA program or Executive Certificate in Business. Not open to non-degree graduate students.

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

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

**Prerequisite(s):** BSAD 8060 or BSAD 8070 (prior to or concurrent).

Students with an undergraduate major or a graduate degree in management may not include this course on their plan of study for the MBA degree. Not open to non-degree graduate students.

**BSAD 8260 EFFECTIVE USE & REPORTING OF ACCOUNTING INFORMATION (2 credits)**

This course focuses on the use and reporting of accounting information, with an emphasis on financial statements and how executive decisions can influence these statements. Financial statements, including footnotes and explanatory material, are the primary instruments utilized by parties external to the enterprise in making judgments about the enterprise. By understanding how management decisions are reflected in the financial statements, managers will understand how they can influence their judgment.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business Leadership. Not open to non-degree graduate students.

**BSAD 8280 EMPLOYEE RECRUITMENT, ENGAGEMENT, AND RETENTION (2 credits)**

Effective recruitment, engagement, and retention of highly motivated and high performing employees is critical for organizational success. This course will address the key organizational characteristics that must be in place for this to occur.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business Leadership.

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

This course is designed to increase students' understanding and knowledge of how organizations are designed and structured in order to create value and competitive advantage, and how organizations can operate in an effective and efficient manner in an ever-changing environment. The course will address topics such as: organizational effectiveness, organizational structure, organizational design, organizational culture, organizational technology, the external environment, organizational change, and the organizational life cycle. The ultimate goal is for students to be able to understand how organizations should be structured as a result of both external and internal factors.

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

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

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

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

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

The student will be exposed to current research findings in sales management and to business cases and simulations where sales management theories and concepts will be applied. This course will prepare students to develop and implement specific compensation, motivation, and evaluation strategies for managing sales professionals across a wide variety of organizations. (Cross-listed with MKT 4320.)

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

**BSAD 8330 LEADING TEAMS (2 credits)**

This course focuses on building and leading high-performing teams in organizations. Topics include how to evaluate team effectiveness, how to create and develop teams that are cohesive and high-performing, how to lead and facilitate teams, and how to diagnose and intervene when teams are experiencing problems.

**Prerequisite(s):** Admission to the Executive MBA program or Executive Certificate in Business Leadership. Not open to non-degree graduate students.

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

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

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

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

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

**Prerequisite(s):** Instructor Permission.

**BSAD 8345 CONSUMER BEHAVIOR (3 credits)**

Consumers purchase, use, experience, and dispose of products and services as part of their consumption process. How and why consumers choose various brand options, form judgments about these brands, and decide which options to buy and/or re-buy are essential knowledge for marketing professionals. The course covers the psychological and social issues that guide consumption decisions. (Cross-listed with MKT 3320).

**Prerequisite(s):** Admission to Graduate College, MBA Program or by permission of the instructor.

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

This course focuses on global suppliers as partners in the development and commercialization of new products. Students will learn about open innovation and the integration of internal and external business systems in new product innovation. Students will develop an understanding of regulatory policies related to information sharing and the intellectual property rights of buyers and suppliers. (Cross-listed with SCMT 4350).

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

**BSAD 8360 EFFECTIVE MANAGEMENT OF CAPITAL STRUCTURE, CASH, & RISK (2 credits)**

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

**Prerequisite(s):** Admission to the Executive MBA program or Executive Certificate in Business. Not open to non-degree graduate students.

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

This course focuses on utilizing the Internet as a marketing platform. Course content includes discussion of how the Internet is used by businesses for designing products, pricing, promotions, distribution, positioning, gathering information, and cultivating relationships with stakeholders. The discussion about the rise of social media, sharing economy, virtual reality devices, and other relevant trends will also be part of the course. (Cross-listed with MKT 4360).

**Prerequisite(s):** BSAD 8400 with a grade of 'B' or above. Not open to non-degree graduate students.

**BSAD 8370 LEADERSHIP IN DIVERSITY, EQUITY, ACCESS, AND INCLUSION (2 credits)**

This course will focus on the role that organizational leaders play in proactively addressing organizational issues related to diversity, power, access, and equity. The course will explore tensions through the range of dimensions in which diversity is manifested among business leaders, staff, and stakeholders (which includes anyone impacted by the organization's business decisions - e.g., employees, contractors, suppliers, customers, and the community). Policies, systems, histories, structures, and legislation will also be discussed.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Leadership. Not open to non-degree graduate students.

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

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

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

**BSAD 8380 EFFECTIVE SYSTEMS, OPERATIONS, AND IT (2 credits)**

Students will learn how to employ decision-making skills to create a long-term competitive advantage for an organization through operational and technical excellence. Key concepts in this course will include developing a view of organizations as technical and behavioral systems, operations management, quality management, strategies related to IT procurement, deployment, maintenance and security, and the supply chain. Specific topics will include applied systems theory, process improvement, quality assurance, supply chain management, IT systems development strategies, and issues related to systems security, data security, and data privacy.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business

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

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

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

**BSAD 8396 MARKETING ANALYTICS (3 credits)**

This course focuses on the application of data analytics in marketing decision making (e.g., segmentation, sales forecasting, and resource allocation). Students will learn to apply statistics and econometrics to solve marketing problems. Key topics in this course include marketing data visualization, marketing metrics, descriptive and predictive analytics, and digital marketing analytics. This course takes a very hands-on approach with real-world databases and equips students with tools that can be used immediately on the job. (Cross-listed with MKT 4370).

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

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

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

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

**BSAD 8416 DIVERSITY, EQUITY, ACCESS AND INCLUSION SOLUTIONS FOR MINIMIZING RISK (3 credits)**

This course provides students an opportunity to explore the various aspects of power, access, and equity as it relates to the business environment. Students will explore tensions through the range of dimensions in which diversity is manifested among business leaders, staff, and stakeholders (include anyone impacted by business decisions, such as: employees, contractors, suppliers, customers, and the community) through policies, systems, histories, structures, and legislation. Students will have the opportunity to learn differences that individuals bring to a business environment and how stakeholders can capitalize on those differences by creating long-term inclusive environments. (Cross-listed with LAWS 4410).

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

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

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

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

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

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

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

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

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

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

**BSAD 8435 MARKETING INNOVATION (3 credits)**

Product, service, and process innovation are essential drivers of firm performance. However, firms face considerable and complex challenges when bringing innovative ideas to life. For example, what marketing research methods should we employ to uncover vital consumer insights? How do these insights influence the development and launch of new products and services? What differentiated value are we delivering to our consumers? How do we successfully bring this new product or service to market? How does a brand's purpose and personality influence consumers' perceptions, purchase decisions, adoption, and engagement? This course will cover key marketing principles involved in the development and launch of new and innovative products and services - from conception to commercialization. Furthermore, we will explore how new-age technologies impact each stage of the development and launch processes. (Cross-listed with MKT 3400).

**Prerequisite(s):** BSAD 8420 or equivalent; and admission to Graduate College, MBA Program or by permission of the instructor.

**BSAD 8440 BUSINESS INTELLIGENCE DATA EXPLORATION (2 credits)**

The first in any analytics project is to get data ready for analysis. In this class you will learn to extract data from a business data source and ready it for analysis in a business intelligence software tool. In the process you will learn tools necessary for this process including SQL, Power Query, M, and DAX.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics. Not open to non-degree graduate students.

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

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

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

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

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

**Prerequisite(s):** Admission to Graduate College, MBA Program, or by permission of the instructor.

**BSAD 8466 SUPPLY CHAIN INTEGRATION (3 credits)**

This course will focus on the integration of internal and external systems designed to maximize the efficiency and effectiveness of supply chain networks developed by industrial organizations, government agencies, and not-for-profit organizations. Key concepts will include supply chain design, trends in technology, and cross-functional collaboration, coordination, and communication along the value chain. Specific topics will include the influence of empowered customers on supply chain integration, global supply chain trends, closed-loop supply chains, and the challenges and benefits of integrating technology and talent in the workplace. (Cross-listed with SCMT 4460).

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

**BSAD 8476 BEHAVIORAL FINANCE & INVESTING (3 credits)**

This course focuses on how actual investor behaviors and market behaviors differ from traditional theories of finance. This course will examine psychological biases, identify how such biases influence financial markets and settings, and explore methods that can be utilized to recognize and overcome such behavioral pitfalls. (Cross-listed with FNBK 4470).

**Prerequisite(s):** Admission to graduate college, MBA program, or by permission of instructor. Not open to non-degree graduate students.

**BSAD 8480 GLOBAL ECONOMICS AND CORPORATE SOCIAL RESPONSIBILITY (2 credits)**

In this course students will learn both how to apply global economic issues business strategy and how to balance socially responsible activities with the profit motive. With respect to global economics, topics include gains from trade, international trade patterns, foreign exchange markets, and barriers to trade. With respect to corporate social responsibility, topics include social responsibility and working conditions, socially responsible stewardship of the environment, and socially responsible strategies concerning human rights issues.

**Prerequisite(s):** Admittance to the Executive MBA Program or the Executive Certificate in Business.

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

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

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

This course focuses upon the modern portfolio theory of investment management and its application in formulation of policies for individuals and institutional investors. Topics addressed will include qualitative and quantitative analysis of the risks and returns of portfolio management using efficient market, fundamental analysis, and technical analysis approaches.

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

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

This course focuses on the theory and practice in managing commercial banks. Topics covered include but not limited to: bank regulations, bank performance analysis, asset liability management, credit analysis and consumer loans. The course emphasizes the link between theory and practice through assigned course related readings, guest lecturers from industry experts, and a comprehensive bank research project on a local bank of your choice. At the end of the course, students should have a good understanding of basic banking theories as well as banking practices, and current issues and challenges facing the banking industry.

**Prerequisite(s):** BSAD 8500. Not open to non-degree graduate students.

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

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

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

This course will address specific financial management topics which will vary by semester and is intended for graduate students.

**BSAD 8560 MARKETING STRATEGY: CUSTOMERS AND MARKETS (2 credits)**

This course will focus on how successful businesses match their objectives and resources with opportunities in the marketplace by identifying and measuring consumer needs, determining target markets and deciding which products and services to offer. This course will also address pricing, promotion, and distribution strategies to create competitive advantage in domestic and international markets.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business. Not open to non-degree graduate students.

**BSAD 8570 EFFECTIVE STRATEGIC MANAGEMENT (2 credits)**

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

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business. Not open to non-degree graduate students.

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

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

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

**BSAD 8590 EXECUTIVE MBA CAPSTONE PROJECT (4 credits)**

Students in the Executive MBA capstone project course will complete an applied consulting project for an organization that requires them to integrate knowledge across multiple Executive MBA program knowledge areas. Students will identify the key problem(s) to be solved, use sound methodologies to gather necessary data, identify and employ relevant evidence-based research and practitioner literatures, apply relevant models and theories to guide the generation of potential solutions and implementation strategies, and identify the feasibility and financial implications of their proposed solution(s).

**Prerequisite(s):** Admission to the Executive MBA Program. Not open to non-degree graduate students.

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

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

**BSAD 8600 REAL ESTATE FINANCE THEORY AND APPLICATIONS (3 credits)**

This course explores advanced financial analysis tools and methodologies used to quantify complex factors surrounding real estate productivity, value, investment, and project feasibility. Specific course topics will coincide with student interest in one of three focus areas: Investment, Development, or Commercial Finance.

**Prerequisite(s):** RELU 3410 and BSAD 8630, or permission of Real Estate Program Director.

**BSAD 8605 REAL ESTATE PRINCIPLES AND PRACTICES (3 credits)**

This is a survey course in real estate principles and practices, which is designed to familiarize students with industry terminology, current practices, and cover the following topics: Licensure, property rights, legal descriptions, real estate law and contracts, appraisal, financing, investments, Fair Housing, and related topic areas. This course provides foundational knowledge of the real estate field and will prepare students to successfully complete more advanced real estate coursework. NOTE: Students cannot receive credit for both RELU 2410 and RELU 3410. (Cross-listed with RELU 3410).

**Prerequisite(s):** Admission to Graduate College, MBA Program, or permission of Real Estate Program Director.

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

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

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

**BSAD 8610 REAL ESTATE APPRAISAL (3 credits)**

This course addresses the fundamentals of real estate valuation and appraising, including factors affecting value, valuing land, improvements, and special classes of residential property, appraisal practice and rules, depreciation and obsolescence, and the mathematics of appraising.

**Prerequisite(s):** RELU 3410 and BSAD 8630, or permission of instructor.

**BSAD 8616 REAL ESTATE INVESTMENTS (3 credits)**

This course focuses on methods used to analyze existing and proposed commercial and residential real estate investments through dynamic programming models, and explores strategies to finance commercial real estate. The class ultimately prepares students to understand the risks and rewards associated with financing and investing in real estate. (Cross-listed with RELU 4390).

**Prerequisite(s):** RELU 2410 or RELU 3410 or FNBK 3250 or BSAD 8605 or BSAD 8630

**BSAD 8625 PROPERTY MANAGEMENT (3 credits)**

This course focuses on commercial and residential property management concepts and their application to the operation, control, and oversight of real property. The course will study leasing, tenant selection and relations, maintenance, marketing, contract management, asset management principles, as well as Fair Housing Laws and the Americans With Disabilities Act as they pertain to property management. (Cross-listed with RELU 3450).

**Prerequisite(s):** BSAD 8605, or permission of the Real Estate Program Director.

**BSAD 8626 REAL ESTATE DEVELOPMENT (3 credits)**

This course focuses on the procedures and complexities in developing and redeveloping various commercial property types and mixed-use real estate. Topics include an overview of the real estate development process, assembling a team, identifying project stakeholders, financial analysis, site selection, market analysis, and the regulatory environment. (Cross-listed with RELU 4440).

**Prerequisite(s):** BSAD 8605 or BSAD 8630, or permission of the Real Estate Program Director.

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

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

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

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

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

**BSAD 8650 VISION & STRATEGIC LEADERSHIP (2 credits)**

This course focuses on the critical role that organizational leaders play in ensuring that the organization has a clear vision and a clear mission which are in alignment with the organization's business strategy and unit goals and effectiveness metrics. This course focuses on the mission and vision creation and communication process as well as vertical and horizontal goal alignment.

**Prerequisite(s):** Admission to the Executive MBA program or the Executive Certificate in Business Leadership. Not open to non-degree graduate students.

**BSAD 8660 FRONTIERS OF ANALYTICS (2 credits)**

In this program, you have learned many analytics techniques. However, analytics is a constantly evolving field with increasingly advanced methods. What techniques might be presented to you as a manager? How do you interpret these results? In this class we will explore cutting-edge analytics methods and when they are appropriate for your business.

**Prerequisite(s):** Admission to the Executive MBA Program or the Executive Certificate in Business Analytics; Completion of BSAD 8160. Not open to non-degree graduate students.

**BSAD 8696 EMERGING TECHNOLOGY AND INNOVATION (3 credits)**

This course equips entrepreneurially-minded students with a more complete range and vision of the viability of various startup opportunities (with a specific focus on innovative technologies and innovative business models). Students will become familiarized with the new and emerging technologies and innovations that define modern industries and product categories, as well as the various shifts in the way cutting-edge business gets done, regardless of industry. (Cross-listed with ENTR 4690, MGMT 4690).

**Prerequisite(s):** Admission to a UNO graduate degree program or permission of instructor

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

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

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

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

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

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

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

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

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

**BSAD 8726 INNOVATION VENTURES (3 credits)**

This team-based course provides students with the opportunity to practice the basic tools of business discovery and validation, both as an instrument for new venture formation and as a core capability for addressing challenges in competitive landscapes. As such, the course lies at the intersection of innovation, entrepreneurship and strategy. Students will develop practical experience by experimenting with and refining business ideas. (Cross-listed with ENTR 4720, ITIN 4720, ITIN 8256, MGMT 4720, MKT 4720).

**Prerequisite(s):** Admission to a graduate program or by instructor permission

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

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

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

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

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

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

**BSAD 8776 INTRODUCTORY MAVERICK VENTURE FUND (1 credit)**

This course teaches the basics of venture capital, including, the topics of term sheets, due diligence and learning the perspectives of the entrepreneur and investor. Students in this course have the opportunity to observe more advanced students making investments, ranging from 5,000 dollars to 10,000 dollars plus. This course is the first of three, one-credit courses where students gain more advanced venture funding knowledge and application at each level. (Cross-listed with ENTR 4770).

**Prerequisite(s):** This course requires instructor approval. Students must apply and interview to take this course. Preference is given to students in their junior year, and must have three semesters of school left before graduating.

**BSAD 8786 INTERMEDIATE MAVERICK VENTURE FUND (1 credit)**

In this course, students source deals, listen to pitches, and select start-ups to be funded. Investments typically range from 5,000 dollars to 10,000 dollars plus. This course is the second in a set of three courses that increase in difficulty with each course. (Cross-listed with ENTR 4780).

**Prerequisite(s):** This course requires instructor approval. Students must have completed BSAD 8776 with a grade of C or better.

**BSAD 8796 ADVANCED MAVERICK VENTURE FUND (1 credit)**

This course applies advanced concepts of venture capital. Students will learn how to monitor and assist start-ups in the scaling process. Students learn how to leverage community partners to amplify investment opportunities. This course is the third in a set of three courses that increase in difficulty with each course. (Cross-listed with ENTR 4790).

**Prerequisite(s):** This course requires instructor approval. Students must have completed BSAD 8786 with a grade of C or better.

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

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

**Prerequisite(s):** Students must successfully complete BSAD 8630, BSAD 8420, and BSAD 8830 prior to Capstone and must also complete this course in the final semester or within the last nine (9) hours of their MBA program. Not open to non-degree graduate students.

**BSAD 8820 CONTEMPORARY BUSINESS ISSUES (1 credit)**

This course exposes students to contemporary business issues that they are likely to experience as leaders. Students will examine and synthesize academic literature relevant to an instructor-approved specific topic associated with the contemporary business issue of focus. This course can be used for MBA students who need a one credit hour course to meet their credit hour graduation requirements.

**Prerequisite(s):** BSAD 8150 or permission of instructor. Not open to non-degree graduate students.

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

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

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

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

The course will provide the graduate student with an understanding of the organizational and managerial issues involved in an arts organization as the role of the arts in the business community.

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

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

In this independent study course, individual students are able to complete independent research in a business-related topic area under the supervision of a faculty member. Written independent study reports are expected to include appropriate academic citations and references.

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

**BSAD 8926 SPECIAL TOPICS IN BUSINESS (3 credits)**

This business-focused special topics course is designed to provide students the opportunity to focus on a current or emerging topic in any area of business. An in depth exploration of the topic will be undertaken with the expectation that students will play an active role in the course and engage deeply with the material and concepts addressed within the focal topic area. (Cross-listed with BSAD 4920).

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

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

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

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