

**Villanova University**  
**Graduate Business Catalog & Policies**



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All programs administered by the Villanova School of Business (VSB) are accredited by the Association to Advance Collegiate Schools of Business (AACSB). Accreditation last maintained in 2022.

## Programs and Rates

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### Programs

#### Professional MBA

Students can pursue the Villanova MBA in a convenient multi-modality format. The flexibility of this program track allows students to earn the very same Villanova MBA--the same curriculum, taught by the same faculty--while balancing the demands of work and family.

The program consists of 48 credits, which can be completed in as few as 2 years, or students have up to 7 years to finish. In addition to traditional evening classes, we offer half-semester courses, weekend elective courses and online classes, which allow students to customize their education to fit into their personal and professional lives. Although the program can be completed solely online, students still benefit from the important aspects of a campus-based program, including invitations to campus events, opportunities to develop strong relationships with faculty and peers, assistance from a responsive support staff and access to a strong, active alumni network.

#### Fast Track MBA

The Fast Track is our 48-credit lock-step MBA program that enables students to get many of the benefits of a full-time MBA program while continuing to work. The structure of the program allows students to complete their degree in as few as 18 months. The close-knit nature of the cohort creates a perfect environment for our students to learn, network, and build lasting business connections. Classes meet Tuesday and Thursday at the Villanova Main Campus, or Monday and Wednesday at our Center City Philadelphia location.

#### Master of Science in Finance

The Master of Science (MSF) offers a curriculum (30 credits) that combines a solid foundation in finance with exposure to the areas reshaping finance today. Over the span of two semesters, you will take an intensive course load of financial theory and principles, followed by an opportunity to explore a variety of electives in statistics, analytics, quantitative finance, investment management, real estate, machine learning, coding and more.

#### Master of Accounting with Data Analytics

MAC is a full-time, highly specialized program where accounting courses incorporate the latest thinking on data analytics. Our faculty trains students to ask the right questions about data as it relates to tax, fraud, valuation, risk analysis, performance measurement, and other accounting functions. Students also complete courses in leadership and negotiation in preparation for longer-term advancement opportunities. The 30-credit MAC program also provides students with advanced industry-specific credits which, when pooled with the appropriate undergraduate course work, results in exceptional knowledge in addition to the hours necessary to earn a CPA license

#### Master of Business Taxation with Data Analytics

The 30-credit Master of Business Taxation with Data Analytics (MBT) is a full-time program for those seeking a career as a tax professional within the accounting industry. The MBT degree equips students with the multi-dimensional skills needed to navigate the rapid changes in data and technology within the tax profession and gain a competitive advantage in today's job market.

## Master of Science in Business Analytics and AI

The 30-credit online MSBAi program is expertly designed to expand your proficiency in the latest analytics technologies, applications and practices that are actively reshaping the business world. The program's rigorous and comprehensive curriculum is taught by VSB's world-class faculty of experts in business, analytics, artificial intelligence, machine learning, statistics, mathematics and computer science—all of whom bring real-world expertise directly into your online classroom. Through the support of the Center for Business Analytics, one of VSB's six centers of excellence, the program also includes industry projects and a final capstone experience.

## Master of Science in Church Management

The 30-credit Master of Science in Church Management is an innovative, two-year graduate business program that provides both a strong business curriculum and a faith-based approach to church management. MSCM curriculum is holistic, fully integrated with Christian values and language, and was created for church leaders currently in active ministry positions. Strengthen your ability to contribute to the church's mission while building a network of peers across the nation, all with the convenience of online classes accessible from wherever you are in the world.

## Executive MBA

The 65-credit Villanova Executive MBA creates leaders with vision, creativity, and a commitment to continuous improvement and the greater good. We elevate the conversation beyond the functional silos to examine the cross-functional nature of business to enable you to create sustainable value. Here you will develop a better understanding of your strengths and passions to lead in a way that feels authentic. You'll be surrounded by equally talented peers and our world-class faculty who support your growth for years to come.

## Program Rates

<b>Program</b>	<b>Rate</b>	<b>General Fees Per Semester</b>
Professional MBA	\$1,400 per credit	\$157
Fast Track MBA	\$1,400 per credit	\$157
Master of Science in Finance	\$1,900 per credit	\$157
Master of Accounting with Data Analytics	\$1,625 per credit	\$157
Master of Science in Business Analytics and AI	\$1,850 per credit	\$157
Master of Business Taxation with Data Analytics	\$1,625 per credit	\$157
Master of Science in Church Management	\$980 per credit	\$157
Executive MBA Complete Program Cost - Class of 2027	\$114,000 (total cost)	n/a

## Academic Calendars

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### Academic Calendar: MBA, MSCM, MAC, MBT

#### Summer 2026

<b>Date</b>	<b>Event</b>
May 13	Semester Begins
May 19	Drop/Add Deadline for Session I/III
May 25	Memorial Day   No classes
June 17	Withdrawal Deadline: Session I
July 1	Session II begins
July 7	Drop/Add Deadline for Session II
July 22	Withdrawal Deadline: Session III
July 31	Last day of classes for Leadership, Ethics, and Catholic Social Thought (MSCM)
August 5	Withdrawal Deadline: Session II
August 17	Last day for Security & Facilities Management (MSCM)

<b>Date</b>	<b>Event</b>
August 18	Semester Ends

## Fall 2026

<b>Date</b>	<b>Event</b>
Aug 24	Classes Begin
Aug 30	Drop/Add Deadline for Session I/III
Sept 7	Labor Day   No Classes
Oct 5	Withdrawal Deadline: Session I
Oct 12 - 16	Fall Break   No Classes
Oct 20	Session II begins
Oct 26	Drop/Add Deadline for Session II
Nov 16	Withdrawal Deadline: Session III
Nov 25 - 26	Thanksgiving   No Classes
Dec 1	Withdrawal Deadline: Session II
Dec 19	Last Day of Semester

## Spring 2027

<b>Date</b>	<b>Event</b>
Jan 11	Classes Begin
Jan 17	Drop/Add Deadline for Session I/III
Jan 18	MLK Day   No Classes
Feb 22	Withdrawal Deadline: Session I
Mar 1 - 5	Spring Break   No Classes
Mar 9	Session II begins
Mar 15	Drop/Add Deadline for Session II
Apr 5	Withdrawal Deadline: Session III
Mar 25 - 29	Easter Recess   No Classes
Apr 20	Withdrawal Deadline: Session II
May 9	Last Day of Semester

# Academic Calendar: MSF

## Summer 2026

<b>Date</b>	<b>Event</b>
July 27	Classes Begin
August 13	Classes End

## Fall 2026

<b>Date</b>	<b>Event</b>
Aug 24	Classes Begin
Aug 31	Drop/Add Deadline
Sept 7	No class: Labor Day
Oct 12-16	Fall Break   No Classes
Nov 11	Withdrawal Deadline
Nov 25 - 26	No Class: Thanksgiving Recess
Dec 18	Last Day of Semester

## Spring 2027

<b>Date</b>	<b>Event</b>
Jan 11	Classes Begin
Jan 17	Drop/Add Deadline
Jan 18	No class: MLK Day

<b>Date</b>	<b>Event</b>
Mar 1 - 5	Spring Break   No Classes
Mar 25 - 29	Easter Break  No Classes
Apr 1	Withdrawal Deadline
May 7	Last Day of Semester

## Academic Calendar: MSBA

### Summer 2026

<b>Date</b>	<b>Event</b>
May 13	Semester Begins
May 19	Drop/Add Deadline for Session I/III
May 25	Memorial Day   No classes
June 17	Withdrawal Deadline: Session I
July 1	Session II begins
July 7	Drop/Add Deadline for Session II
July 22	Withdrawal Deadline: Session III
August 5	Withdrawal Deadline: Session II
August 18	Semester Ends

### Fall 2026

<b>Date</b>	<b>Event</b>
Aug 24	Semester Begins
Aug 30	Drop/Add Deadline for Session I/III
Oct 5	Withdrawal Deadline: Session I
Oct 19	Session II begins
Oct 25	Drop/Add Deadline for Session II
Nov 16	Withdrawal Deadline: Session III
Nov 30	Withdrawal Deadline: Session II
Dec 13	Semester Ends

### Spring 2027

<b>Date</b>	<b>Event</b>
Jan 11	Semester Begins
Jan 17	Drop/Add Deadline for Session I/III
Feb 22	Withdrawal Deadline: Session I
Mar 7	Session II begins
Mar 14	Drop/Add Deadline for Session II
Apr 5	Withdrawal Deadline: Session III
Apr 19	Withdrawal Deadline: Session II
May 2	Semester Ends

## Academic Calendar: EMBA

### Semester Dates

#### Summer 2026:

- Class of 2027: May 18 - August 16

#### Fall 2026:

- Class of 2027: August 17 - December 20

#### Spring 2027:

- Class of 2027: December 21 - April 18

During the above periods, students are required to complete a combination of synchronous and asynchronous assignments that may consist of readings, videos, online discussions, written papers, presentations, assessments, and other assignments.

## Admissions

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### MBA

#### Professional MBA Deadlines:

**Fall Semester:** 7/15\*

**Spring Semester:** 11/30

**Summer Semester:** 4/15

*\*Fast Track MBA applicants should adhere to the Fall semester deadline*

#### Application Requirements:

Applications are reviewed holistically on a rolling basis. Please refer to our website for the most up-to-date information on [Professional MBA application requirements](#).

### EMBA

**Round 1:** November 30

**Round 2:** February 15

**Round 3:** April 30

**Round 4:** July 31

#### Application Requirements:

Applications are reviewed holistically on a rolling basis. Please refer to our website for the most up-to-date information on [EMBA application requirements](#).

## Master of Accounting with Data Analytics & Master of Business Taxation with Data Analytics

#### Spring 2024 Deadline:

All applications: 11/30

#### Fall 2024 Deadlines:

**Round 1:** 11/30

**Round 2:** 1/31

**Round 3:** 3/31

**Round 4:** 6/30

#### Application Requirements:

Applications are reviewed holistically on a rolling basis. Please refer to our website for the most up-to-date information on [MAC application requirements](#) and [MBT application requirements](#).

# Master of Science in Finance

**Round 1:** November 15

**Round 2:** January 15

**Round 3:** March 15

**Round 4:** June 1

## Application Requirements:

Applications are reviewed holistically on a rolling basis. Please refer to our website for the most up-to-date information on [MSF application requirements](#).

# Master of Science in Business Analytics

**Fall Semester:** July 15

**Spring Semester:** November 30

## Application Requirements:

Applications are reviewed holistically on a rolling basis. Please refer to our website for the most up-to-date information on [MSBAi application requirements](#).

# Master of Science in Church Management

## Application Requirements:

Applications are reviewed holistically on a rolling basis. Please refer to our website for the most up-to-date information on [MSCM application requirements](#)

# Faculty

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## Graduate Business Faculty

- Alberti, Peter M.
- Altamuro, Jennifer L.M.
- Anderson, David
- Andriole, Stephen J.
- Arakelian, Robert H.
- Attorri, Gregory
- Ay, Timothy E.
- Barsky, Noah P.
- Bassounas, John A.
- Batra, Rishtee K.
- Bierstaker, James L.
- Bloodwell, Sean D.
- Bray, Michael A.
- Carleton, Cheryl J.
- Chaudhry, Peggy E.
- Chaudhry, Sohail S.
- Chen, Lucy
- Chiaradonna, Albert John
- Chronis, Ted Paul
- Chung, Q B.

- Clark, Kevin D.
- Coates, Nathan John
- Coleman, Edward D.
- Compton, Eric Bowman
- Cowen, William L.
- DiCarlo, Rita M.
- Dorris-Crenny, Patricia
- Dressler, Scott J.
- Ferraro, Holly S.
- Gagliardi, William
- Gaudette, Kevin J.
- Granera, Luis Diego
- Griffin, Thomas P.
- Hamberger, Eric S.
- Hanouna, Paul E.
- Henkin, David G.
- Holley, Jennifer
- Hudson, Arthur
- Hughes, Kevin L.
- Iacocca, Kathleen M.
- Kees, Jeremy
- Kliman, Russ
- Knoll, Lauren C.
- Kratchman, Amy L.
- Kudisch, Jeffrey D.
- Lacouture, Luis
- Lee, Hun
- Liva, Edward A.
- Locey, Lois T
- Lombardi, Danielle R.
- Luo, Mi
- Luo, Wenhong
- Mahar, Stephen
- Manion, Matthew F.
- Martin, Eric J.
- Meloche, Alysha B.
- Metzger, Sue McFarland
- Moreland, Anna Bonta
- Morrisroe, Thomas C.
- Moussawi, Rabih
- Mullahy, Eileen E.
- Myers, Bret R.
- Ng, Cory
- Nucifora, Charles
- Nunez, Manuel A.
- Nydick, Robert L.
- O'Brien, Andrew J.
- Olson, Mark Alexander
- Pagano, Michael S.
- Patel, Pankaj C.
- Perry, Christopher John
- Peters, Michael
- Pirsch, Julie A.
- Post, Corinne A.
- Priesemuth, Manuela

- Ratigan, R. David
- Reaves, James J.
- Rice, Anthony Baird
- Russell, Joyce E.
- Santi, Mary Elizabeth
- Sebra, James
- Sedunov, John
- Stevens, Flannery G.
- Strandberg, Alicia G.
- Suarez, Jose G
- Swanick, Michael F.
- Sywak, Monika K.
- Taylor, Charles R.
- Utter, Ward A.
- Velthuis, Raisa T.
- Vuong, Thao Minh
- Wagner, William P.
- Wallace, Christopher
- Wang, Siyu
- Watson, Val Lucas
- Williams-Stanton, Sonya D.
- Wilmot, Brett T.
- Wolnicki, Miron J.
- Wright, Daniel
- Zaleski, Peter A.

# Degrees

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## EMB (Executive MBA)

### Executive Master of Business Administration

**Program** [EMB \(Executive MBA\)](#)

Master of Business Administration

#### Module 1

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
EMB 1090	Leadership thru Systems Think	1.5
EMB 1040	Financial Reporting & Analysis	3
EMB 1006	Economic Analysis	3
EMB 1003	Marketing Essentials	3
EMB 1098	Executive Communication I	1.5
EMB 1088	Cultivating High Perform Teams	3

#### Module 2

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
EMB 1092	Systems&Design Think for Innov	1.5
EMB 1064	Applied Analytics	3
EMB 1007	Financial Analysis	3
EMB 1036	Global Management/Immersion	4
EMB 1096	Supply Chains in 21st Century	3
EMB 1060	Manage Yourself & Your Career	1.5
EMB 1094	Leadership Mastery	1-1.5

#### Module 3

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
EMB 1091	Sys Think for Decision Making	1.5
EMB 1095	Strategic Management	3
EMB 1067	Leading the Changing Workplace	3
EMB 1099	Executive Communication II	1
EMB 1094	Leadership Mastery	1-1.5

#### Module 4

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
EMB 1102	Corp Risk Mgmt & Firm Value	3
EMB 1039	Value Creation through Technol	3
EMB 1013	Negotiation	1.5
EMB 1061	Business Ethics for Executives	1.5
EMB 1094	Leadership Mastery	1-1.5

## Module 5

Course Code	Title	Credits
EMB 1097	Capstone Action Learning Proj	4.5
EMB 1051	Innovation & Entrepreneurship	3
EMB 1042	Performance Measurement	3
EMB 1100	Executive Communication III	1
EMB 1094	Leadership Mastery	1-1.5
	Total Credits	65

## MAC (Accounting and Business Taxation)

### Master of Accounting with Data Analytics

**Program** [MAC \(Accounting and Business Taxation\)](#)

Master of Accounting

Curriculum effective Fall 2025

Course Code	Title	Credits
MAC 8100	Emerging Technologies	1.5
MAC 8201	Taxes & Business Strategy	3
MAC 8203	Adv Topic in Fin Rpting&Fraud	3
MAC 8205	Accounting Systems and Control	3
MAC 8207	Data:Models,Analysis & Visualz	3
MAC 8209	Advanced Topics in Auditing	3
MAC 8300	Negotiations	1.5
MAC 8301	Perf Meas&Bus Risk Mgmt	3
MAC 8303	Valuation Issues in Acct	3
MAC 8307	Professional Writing	1.5
MAC 8308	Accounting Research	1.5
MAC 8341	Digital Accounting Experience	3
	Total Credits	30

### Master of Business Taxation with Data Analytics

**Program** [MAC \(Accounting and Business Taxation\)](#)

Master of Business Taxation

Curriculum effective Fall 2025

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
MAC 8100	Emerging Technologies	1.5
MAC 8201	Taxes & Business Strategy	3
MAC 8207	Data:Models,Analysis & Visualz	3
MAC 8223	Partnership Tax	3
MAC 8225	Advanced Tax Topics	1.5
MAC 8226	State & Local Taxation	1.5
MAC 8227	International Tax	1.5
MAC 8228	Tax Issues Mergers&Acq Trans	1.5
MAC 8231	Corporate Tax	3
MAC 8300	Negotiations	1.5
MAC 8301	Perf Meas&Bus Risk Mgmt	3
MAC 8307	Professional Writing	1.5
MAC 8329	Tax Research, Policy & Ethics	1.5
MAC 8341	Digital Accounting Experience	3
	<b>Total Credits</b>	<b>30</b>

## MBA (Business Administration)

### Master of Business Administration Courses

**Program** [MBA \(Business Administration\)](#)

Master of Business Administration

#### Leadership Series

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
MBA 8100	Leadership Challenge	1.5
MBA 8550	Team Leadership & Grp Dynamics	1.5
MBA 8720	Ethical Business Practices	1.5
	MBA 8538 OR MBA 8561	1.5

#### Functional Core

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
MBA 8151	Financial Accounting&Reporting	3
MBA 8152	Management Accounting	1.5
MBA 8250	Bus Opera & Supply Chain Mgmt	1.5
MBA 8360	Essential Economics	1.5
MBA 8370	Essential Business Statistics	1.5
MBA 8450	Corporate Finance	3
MBA 8650	Strategic Marketing Mgmt.	3

#### Future Of Work

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
	MBA 8380 OR MBA 8570	1.5
	MBA 8710 OR MBA 8136	1.5
	MBA 8566 OR MBA 8730	1.5

## Capstones

Course Code	Title	Credits
MBA 8910	Soc. Enterp. Consulting Prac.	3
MBA 8920	Global Practicum	1.5
MBA 8930	Global Strategic Management	3

## Electives & Specializations

Students are required to complete 15 credits of electives by taking 1.5-credit or 3-credit courses.

While not a program requirement, students can choose to pursue a specialization, if interested. Specializations are not listed on the diploma but can be found on the final transcript. Specializations are awarded to students who take a minimum of 7.5 elective credits within one of the below subject areas:

- Artificial Intelligence & Machine Learning
- Analytics
- Finance
- International Business
- Marketing
- Strategic Management
- Sustainability

Total Credits	48
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## MSBAI (Business Analytics & AI)

### Master of Science in Business Analytics & AI

**Program** [MSBAI \(Business Analytics & AI\)](#)

Master of Science

Course Code	Title	Credits
MSA 8100	Intro to Business Analytics	3
MSA 8105	Programming with AI	3
MSA 8110	Data Models & Struct Analysis	3
MSA 8220	Analytical Meth for Data Mng	3
MSA 8225	LLMs and Text Analytics	3
MSA 8240	Business Intelligence	3
MSA 8250	Decision Analytics & AI	3
MSA 8260	Machine Lrng & AI App wPython	3
MSA 8310	Advanced Business Applications	3
MSA 8350	Analytics Practicum	3
	Total Credits	30

## MSCM (Church Management)

### Master of Science in Church Management

**Program** [MSCM \(Church Management\)](#)

Master of Science

**To earn a Master of Science in Church Management, students must complete 30 credits with at least a 3.0 GPA.**

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
MSCM 8510	Leadership/Ethics/CST	6
MSCM 8520	Civil and Church Law	3
MSCM 8610	Stewardship and Development	3
MSCM 8615	Financial Reporting	3
MSCM 8620	Human Resource Management	3
MSCM 8625	Organizational Management	3
MSCM 8630	Information Technology	3
MSCM 8635	Church Teaching and Belief	3
MSCM 8640	Security Mgmt. for Churches	3
MSCM 8650	Pastoral Strategic Planning	3
	<b>Total Credits</b>	<b>30-33</b>

## MSF (Finance)

### Master of Science in Finance

**Program** [MSF \(Finance\)](#)

Master of Science

#### Summer

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
MSF 8600	Foundations of Finance	3
MSF 8645	Coding Applications for FIN I	1

#### Fall

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
MSF 8612	Investments	3
MSF 8615	Derivatives	3
MSF 8620	Advanced Corporate Finance	3
MSF 8647	Coding Applications for FIN 2	1
MSF 8650	Prof. Development Program I	0.5
	MSF 8640 OR MSF 8611	3

#### Spring

<b>Course Code</b>	<b>Title</b>	<b>Credits</b>
MSF 8651	Prof. Development Program II	0.5

Students must take 12 elective credits, at least 9 credits must be from MSF Spring course offerings and 3 credits can be from approved MBA course offerings.

	<b>Total Credits</b>	<b>30</b>
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# Villanova Graduate Business Policies

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## Students Rights and Responsibilities

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### Professional Conduct and Expectations

#### Students Expect:

A learning environment that is characterized by appropriate challenges, support, and sense of community. To learn to navigate successful life and career paths that continually develop the self and contribute to society while exhibiting a consistent set of ethical behaviors.

#### VSB Expects:

A demonstrated commitment to the learning process, ethical behavior, and recognition of co-responsibility for the creation of the learning environment

### Class Attendance Policy

Attendance policies are determined by each instructor and must be listed in the course syllabus. Enforcement of such attendance policies lies with those instructors. Students should make every effort to inform their instructors if they plan to be late or absent from class. Students may not attend courses for which they are not registered.

### Academic Integrity

#### Statement of Purpose

Academic integrity is vital to any university community for many reasons. Students receive credit for doing assignments because they are supposed to learn from those assignments, and the vast majority do so honestly. Anyone who hands in work that is not their own, or who cheats on a test, or plagiarizes a paper, is not learning, is receiving credit dishonestly and is, in effect, stealing from other students. As a consequence, it is crucial that students do their own work. Students who use someone else's work or ideas without saying so, or who otherwise perform dishonestly in a course, are plagiarizing or cheating. In effect they are lying. Such dishonesty threatens the integrity not only of the individual student, but also of the university community as a whole.

Academic integrity lies at the heart of the values expressed in the University's mission statement and inspired by the spirit of Saint Augustine. When one comes to Villanova, one joins an academic community founded on the search for knowledge in an atmosphere of cooperation and trust. The intellectual health of the community depends on this trust and draws nourishment from the integrity and mutual respect of each of its members.

#### Code of Academic Integrity

The following are some rules and examples regarding academic dishonesty. Since academic dishonesty takes place whenever anyone undermines the academic integrity of the institution or attempts to gain an unfair advantage over others, this list is not and cannot be exhaustive. Academic integrity is not simply a matter of conforming to certain rules; it must be understood in terms of broader academic purposes of a Villanova education.

### **1. Cheating:**

While taking a test or examination, students shall rely on their own mastery of the subject and not attempt to receive help in any way not explicitly approved by the instructor; for example, members shall not try to use notes, study aids, or another's work. Such cheating includes trying to give or obtain information about a test when the instructor states that it is to be confidential. It also includes trying to take someone else's exam, or trying to have someone else take one's own exam.

### **2. Fabrication:**

Students shall not falsify, invent, or use in a deliberately misleading way any information, data, or citations in any assignments. This includes making up or changing data or results, or relying on someone else's results. It also includes citing sources that one has not actually used or consulted.

### **3. Assisting in or contributing to academic dishonesty:**

Students shall not help or attempt to help others to commit an act of academic dishonesty. This includes situations in which one student copies from or uses another student's work; in such situations, both students are likely to be penalized equally severely. (If the assisting student is not enrolled in the particular course, the student's Dean will formulate a suitable and equivalent penalty.) Students are responsible for ensuring that their work is not used improperly by others. This does not include team projects where students are told by their instructor to work together.

### **4. Plagiarism:**

Students shall not rely on or use someone else's words, ideas, data, or arguments without clearly acknowledging the source and extent of the reliance or use. The most common way to acknowledge this reliance or indebtedness is to use footnotes or other documentation. It is the student's responsibility to show clearly when and where they are relying on others, partly because others may want to learn from the same sources from which the original writer learned. Since this indebtedness may be of many kinds, some definitions and examples of plagiarism follow.

- a. Using someone else's words without acknowledgement. If you use someone else's words, not only must you give the source, but you must also put them within quotation marks or use some other appropriate means of indicating the words, and mathematical equations, whether or not they have been formally published.
- b. Using someone else's ideas, data, or argument without acknowledgement, even if the words are your own. If you use someone else's examples, train of thought or experimental results, you must acknowledge that use. Paraphrasing, summarizing, or rearranging someone else's words, ideas, or results does not alter your indebtedness.
- c. Acknowledging someone else in a way that will lead a reader to think your indebtedness is less than it actually was. For example, if you take a whole paragraph worth of ideas from a source, and include as your final sentence a quotation from the source, you must indicate that your indebtedness includes more than just the quotation. If you simply put a page number after the quotation, you will lead the reader to think that only the quotation comes from the source. Instead, make it clear that you have used more than the quotation.

The examples above constitute plagiarism regardless of who or what the source is. The words or ideas of a roommate or of an encyclopedia, or notes from another class, require acknowledgment just as much as the words or ideas of a scholarly book do. Introductions and notes to books also require acknowledgment.

The examples above constitute plagiarism even in cases where the student uses material accidentally or unintentionally. So, for example, a paper can be plagiarized even if you have forgotten that you used a certain source, or even if you have included material accidentally without remembering that it was taken from some other source. One of the most common problems is that students write a draft of a paper without proper documentation, intending to go back later to "put in the references." In some cases, students accidentally hand such papers in instead of the footnoted version, or they forget to put in

some of the footnotes in their final draft. So the fact that the wrong draft was submitted is not a defense against an accusation of plagiarism. In general, students are held accountable for the work that they actually hand in, rather than the work that they intended to hand in. Furthermore, students are responsible for proper documentation of drafts of papers, if those drafts are submitted to the professor. In general, students are responsible for taking careful notes on sources, and for keeping track of their sources throughout the various states of the writing process. Notes must clearly identify the information you have obtained and where you acquired it, so that later you can acknowledge your indebtedness accurately. Do not look at a source without having something handy with which to take such notes.

You need not provide footnotes for items that are considered common knowledge. What constitutes common knowledge, however, varies from academic field to academic field, so you should consult with your instructor. In general, the harder it would be for someone to find the fact you have mentioned, the more you need to footnote it.

### **5. Multiple submissions of work:**

Students shall not submit academic work for a class which has been done for another class without the prior approval of the instructor.

In any assignment, an instructor is justified in expecting that a certain kind of learning will be taking place. Handing in something done previously may preclude this learning. Consequently, if a student hands in work done elsewhere without receiving their instructor's approval, they will face penalties.

### **6. Unsanctioned collaboration:**

When doing out-of-class projects, homework, or assignments, students must work individually unless collaboration has been expressly permitted by the instructor. Students who do collaborate without express permission of their instructor must inform the instructor of the nature of their collaboration. If the collaboration is unacceptable, the instructor will determine the appropriate consequences (which may include treating the situation as an academic integrity violation.)

Many Villanova courses involve team projects and out of class collaboration, but in other situations, out of class collaboration is forbidden. Students should assume that they are expected to do their work independently unless cooperation is specifically authorized by the teacher.

### **7. Other forms of dishonesty:**

Acting honestly in an academic setting includes more than just being honest in one's academic assignments; students are expected to be honest in all dealings with the University. Certain kinds of dishonesty, though often associated with academic work, are of a different category than those listed above. These kinds of dishonesty include (but are not limited to) the following:

- a. Misrepresenting oneself or one's circumstances to an instructor (for example, in requesting a makeup exam or due date for an assignment, or in explaining an absence).
- b. Forging part of, or signatures on, official documents (including both university documents, such as drop- add slips or excused absence slips, and relevant outside documents, such as doctor's notes).
- c. Taking credit for work in a team-project even when the student has made little or no contribution to the work of the team.
- d. Stealing or damaging library books.
- e. Unlawfully copying computer software.

These serious offenses will be handled by the University's disciplinary procedures.

## Penalties

### **Individual Course Penalty**

In the School of Business, all faculty members assign a grade of zero to any work in violation of the Code. Students who feel the penalty is too harsh may appeal their grade through the normal University procedure for resolving grade disputes.

### **University Penalty**

Students who violate the code of Academic Integrity are also referred to their Dean for a University penalty. Two kinds of penalty are available. A full academic integrity violation is a Class I violation. Typically a student with two Class I violations will be expelled from the school. In some cases, the Dean may choose to treat a violation of the Academic Integrity Code as a Class II violation. Class II violations are usually appropriate for less serious cases, or in cases where there are mitigating circumstances. Typically a student may receive only one Class II violation during their four year career as an undergraduate. All subsequent violations are treated as Class I violations.

Students who have committed an academic integrity violation will be expected to complete an educational program, supervised by the student's college Dean, to help the student come to a fuller understanding of academic integrity. Students who fail to complete the educational program to the satisfaction of the Dean, and within the timelines specified by the Dean, will have a hold placed on their transcript until the program has been completed.

Students who receive an academic integrity penalty may, if they believe that they have not committed an academic integrity violation, take their case to the Board of Academic Integrity. Detailed descriptions of the University's Academic Integrity Policy are available from department chairs and deans.

## **Intellectual Property**

### Introduction

Villanova University's faculty, staff, and students are regularly involved in scholarly activities that stem from the core teaching, learning, research, and service missions of the University. While the primary focus of such efforts is the advancement of the University mission, the products of scholarship often have broader applications to and benefits for the individuals involved, to the University, and to society. By establishing a policy on Intellectual Property, Villanova University seeks to support the activities of the faculty, staff, and students in identifying, protecting, and administering Intellectual Property matters and defining the rights and responsibilities of all involved.

Intellectual Property is created when something new is conceived and developed or when a non-obvious result, which can be applied to some useful purpose, has been discovered using existing knowledge.

The purpose of this document is to provide a policy framework under which Villanova University will manage the Intellectual Property of the University community. This policy statement does not and cannot provide all the necessary specific details that are required to administer issues of Intellectual Property for the entire University and, therefore, it is anticipated that this policy may be modified periodically and/or tailored to fit the facts and circumstances of a particular case.

This policy shall apply to all persons in the employ of Villanova University in any capacity and to all students enrolled in Villanova University. Furthermore, this policy applies to all Intellectual Property created by Villanova University faculty, staff and students.

## Patents

A patent is a grant by the government, acting through the Patent Office, of exclusive right to an invention or discovery of a process, machine, manufacture or composition of matter for a limited time. Generally three conditions should be met for the granting of a patent: the invention or discovery should be new, useful, and unobvious.

## Copyrights

### **Copyright protection:**

Copyright protection does not extend to any idea, procedure, process, system, concept, principle or discovery. A copyright protects the forms of expression and not the ideas that are expressed. For example, the University might own the copyright to media prepared specifically for the delivery of a University course. The faculty member(s) who created the content might also copyright another non-derivative work based on the same ideas. Thus the faculty and University are afforded the opportunity to work together to copyright different expressions of the same ideas for different purposes.

### **Ownership:**

In general, all copyrightable Intellectual Property developed by employees of the University while functioning in the capacity of employee or using University property, equipment, or resources belongs to the University, subject to the provisions described below. In order of precedence, copyright ownership of Intellectual Property shall be specified as follows:

## Sponsored Projects Agreements

The University may negotiate and sign Sponsored Project Agreements including contracts and grants between external sponsors such as corporations, government agencies or foundations and the University, that specify completely or partially the ownership of Intellectual Property created as a result of specific sponsored projects. This category includes ownership requirements that result from a government funding source by operation of law (e.g., laws pertaining to Intellectual Property created using federal funds). All individuals working on a project under a Sponsored Project Agreement shall be notified in advance of the terms of ownership under the agreement for any Intellectual Property which may be created on behalf of the University while working on the project.

## University Sponsored Works

The University may initiate and fund specific projects that produce Intellectual Property and shall own the Intellectual Property created as a result of such projects. In particular, the University shall own Intellectual Property created by University employees and students who were assigned or employed specifically to produce a particular piece of Intellectual Property, or whose normal assignments and employment encompass activities that would lead to the production of intellectual property. The financial terms or other terms of support for University Sponsored Works can vary from project to project.

## Rights in Academic Works:

### **Traditional Academic Rights:**

Villanova University has historically waived any copyright interest it legally possesses to traditional academic works created by the faculty. Examples include class notes and syllabi, books and articles, works of fiction and nonfiction, poems and dramatic works, musical and choreographic works, and pictorial, graphic, and sculptural works. Villanova University has also waived any copyright interest it may legally have to works created by students. The University reserves the right to assert its legal interest in such works from time to time.

### **Electronic Courses:**

The emergence of new technologies in teaching, research, and creative activity requires a new paradigm for copyright ownership and interests. When a department or college decides to offer a course or

program by electronic means (satellite, streaming video, web based text, CD Rom, etc.) for distribution to students on or off campus, it shall normally be undertaken as a University Sponsored Work with the University owning the copyright to the electronic media used to deliver it.

### **Teaching Materials:**

Creators of reusable teaching and classroom materials for Villanova courses, such as curriculum guides, problem sets, exercise solutions, laboratory manuals etc., shall own these materials unless they are subject to a prior agreement governing their ownership. In all cases the University shall have a non-exclusive, royalty-free, perpetual, irrevocable license to use, display, copy, distribute, modify and prepare derivative works of such materials for internal University use.

### **Consulting Agreements:**

Intellectual Property created by Villanova employees who consult with external entities (corporations, businesses, government agencies, foundations, etc.) without making substantial use of University funds, resources or facilities, and while abiding by University policies on consulting, is presumed retained by the external entity or the individuals as specified by the terms of the consulting agreement.

### **Independent Projects:**

Any Intellectual Property created by a University employee that is not part of the creator's employment responsibilities and that is developed on his/her own time without making use of University funds, resources or facilities shall be owned by the creator. When a student creates Intellectual Property independently, using only resources available in common to all students such Intellectual Property is owned by the student. However, Intellectual Property created by a student(s) when working for pay or academic credit, or voluntarily working on faculty projects or University Sponsored Works is subject to the ownership principles stated above.

### **Using Copyrighted Materials:**

All creators shall be responsible for securing permissions or licenses from owners before reproducing, distributing, making a derivative work, or displaying copyrighted works. It should be assumed that any material being used is copyrighted unless permission is expressly granted within the material or it is clearly in the public domain. Whether a particular use constitutes "fair use" is determined by U.S. Copyright Law.

## **Intellectual Property Policy Board**

The Intellectual Property Policy Board (IPPB) serves as an advisory committee to the Vice President for Academic Affairs (VPAA) on intellectual property issues. The IPPB advises the VPAA regarding (i) the application, interpretation, implementation and administration of this policy, (ii) the modification or development of policy and procedure and (iii) the resolution of disputes (e.g., concerning ownership of specific intellectual property). The VPAA will review proposed amendments to this policy after consulting with the IPPB. The membership of the IPPB consists of the Assistant Vice President of Academic Affairs for Research and Sponsored Projects, who serves as chair; an Associate or Deputy General Counsel; the Chief Information Officer; one dean selected by the VPAA; and one full-time faculty member from each of the colleges of the University. The VPAA shall select the college faculty representatives after consulting with the Committee on Faculty. If appropriate, the chair of the IPPB should inform the graduate and undergraduate student governments of an IPPB meeting, and they may choose to send a non-voting observer to the meeting.

## **Sexual Harassment**

It is the policy of Villanova University to maintain an employment and educational atmosphere free of any pressures on employees and students relating to sexual harassment. Consistent with applicable federal and state laws, the University endorses the objective that employees and students be free of

situations where sexual considerations form the basis for business or educational decisions. Sexual harassment may be described as unwelcome sexual advances, requests for sexual favors, and other physical, visual, or verbal behavior of a sexual nature where:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or education;
- Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting the individual; or,
- Such conduct has the purpose or effect of unreasonably interfering with an individual's academic or professional performance or creating an intimidating, hostile, or demeaning employment or educational environment.

Sexual harassment will not be tolerated at Villanova University, and employees or students who engage in such conduct are subject to the full range of the University's disciplinary policies. Any employee or student who believes that they have been a victim of sexual harassment should bring the problem immediately to the attention of the University's Titles IX Coordinator, Ryan Rost, (610) 519-8805. Individuals should refer to the University's Policy on Sexual Harassment for the University's definition of sexual harassment and the procedures to follow. If a case potentially raises issues of sexual harassment and one or more other forms of discrimination or harassment, the University shall determine the appropriate procedure to follow.

## **Non-discrimination**

Villanova University is an equal opportunity employer and educational institution. There shall be no discrimination against any employee, applicant for employment or any student on any basis prohibited by law, including race, color, national origin, religion, sex, age, veteran status (disabled or Vietnam era), or disability. This non-discrimination policy applies to all educational policies and programs and to all terms and conditions of employment, which include (but are not limited to): recruitment, hiring, training, compensation, benefits, promotions, disciplinary actions and termination.

## **Student Feedback**

**CATS (Course and Teacher Survey):**

Near the completion of each course, VSB students are provided with the opportunity to evaluate their professors and courses. The process is as follows:

1. Students are sent Course and Teacher Survey (CATS) forms electronically during the final weeks of the course.
2. Once the CATS forms are processed by the Office of Strategic Planning and Institutional Effectiveness (OSPIE) final (anonymous) results are given to the faculty member and Department Chair.

### **Entrance & Exit Surveys**

All students will receive a survey at the beginning of the program (Entrance Survey) and another during their final semester in the program (Exit Survey). These surveys are anonymous and results are reviewed by the Graduate Business Office.

### **Informal Feedback**

In addition to formal feedback mechanisms, the Graduate Business Office welcomes students to share feedback informally with us through email, phone, or in person.

# Student Grade Appeals & Complaints About Faculty

The purpose of these Guidelines is to provide a mechanism for the review of student grade appeals and complaints regarding faculty performance within the framework of existing University, college and department policies and rules. For this reason, those policies and rules may not themselves be the proper subject matter of a complaint under these Guidelines.

Normally, the resolution of grade appeals or complaints will proceed by the following route: (1) to the chair of the department (program director of the program in the College of Nursing, or Assistant/Associate Dean in the College of Professional Studies) involved, then if necessary, (2) to the committee constituted to handle complaints, and finally if necessary, (3) to the dean of the college or where appropriate the Graduate Dean of Liberal Arts and Sciences. The University, however, believes that each student and faculty member deserves to be treated as an individual with courtesy and respect. Consequently, it is impossible to develop a policy that will govern or control every situation. The following procedures were created to apply in most situations that may occur; however, where the faculty member, dean and the Provost (or designee) believe that the circumstances may require special consideration, e.g. where the complaint is of a very personal and sensitive nature, the procedures may not be followed or used in every respect. In no event, however, shall a deviation from these procedures be permitted with respect to the obligation of the committee under section III to rely in its decision making only upon information which has been communicated to the faculty member, thus permitting the faculty member the opportunity to respond. These procedures may be modified at the University's discretion according to the University's norms and procedures.

In the sequel, "chair" shall also imply program director (or Assistant/Associate Dean in CPS as noted) and "dean" shall likewise imply Graduate Dean of Liberal Arts and Sciences where appropriate. These procedures apply to student grade appeals and complaints. Individuals who are not University students may not use these procedures.

## A. Faculty Performance Complaints

1. Student complaints concerning an instructor's handling of a class, classroom presentation, professional demeanor, or course policies should be directed to the chair of the faculty member involved (or Associate Dean in the College of Professional Studies). Student complaints about faculty that are received through either ODEI's Climate Concerns mechanism or Ethics Point will also be referred, via the faculty member's dean's office, to the department chair and resolved through the procedures outlined in this policy. As appropriate, ODEI may include the diversity dean in the faculty member's college as an additional resource for resolving the complaint. If the complaint is against the chair, these procedures shall be modified such that the dean shall undertake the responsibility as the chair under the Guidelines and the Provost (or designee) shall undertake the responsibilities of the dean under these Guidelines. Normally, such complaints should be made within six months of the end of the course in which the complaint arose.
2. Identified Complaints: When a person makes a complaint and provides their name, the chair will advise the individual to approach the faculty member. The chair's goal will be to arrange a meeting of the parties to permit the issue to be resolved at the local level if at all possible. This also permits the faculty member to address the matter directly with the student, which may eliminate the possibility that simple misunderstandings have contributed to the problem. If the complainant does not agree to a joint meeting, the chair will advise the faculty member of the details. If the complainant requests that their identity remains confidential or the chair considers it appropriate,

the identity of the complainant will remain confidential. The chair will inform the complainant of the results of the meeting with the faculty member. For cases involving potential sexual harassment, please refer to the section on [SEXUAL HARASSMENT POLICY](#)

3. Anonymous Complaints: The chair should express displeasure with any anonymous complaint and point out that such complaints will not be accepted. If an anonymous written complaint arrives, the chair should inform the faculty member of the details of the complaint.
4. The faculty member shall be presumed to have acted appropriately unless otherwise determined in accordance with these guidelines.
5. The chair shall make reasonable efforts to mediate the complaint. The chair may consult with others, such as the diversity dean of the college, in connection with their review of the complaint. In the event that the complaint cannot be amicably resolved in the chair's judgment, the chair may make such disposition of the complaint as the chair deems warranted. The chair shall ordinarily communicate their disposition of the complaint to the student initiating the complaint and the faculty member. If the complaint was referred through ODEI's Climate Concerns mechanism or through Ethics Point, its resolution should be conveyed to the appropriate University office—either ODEI for a Climate Concern or the Provost's Office in the case of an Ethics Point concern.
6. If either the student or the faculty member is dissatisfied with the chair's disposition of the complaint, they may contact the department committee constituted to handle complaints. This elected or appointed standing committee of the department should be duly constituted following the department's own policy. If a department has too few members to reasonably form such a committee, the department, less the faculty member involved, shall constitute a committee of the whole. The student or faculty member should present their complaint via a formal written and signed statement to the committee within seven days of the chair disposition of the matter. The committee shall consider the complaint in accordance with the procedures described in the grievance policy below.

## B. Grade Complaints

1. Student complaints concerning a grade should be directed to the chair of the faculty member involved. The chair shall urge a student who brings a complaint about a grade in the first instance to try to resolve the matter with the course instructor. That failing, the chair should attempt to resolve the issue between the student and instructor. The chair may consult with others in connection with their review of the complaint. Such complaints should be made according to the following deadlines:  
Spring and Summer Semester grade complaints: Last Friday in August  
Fall Semester grade complaints: Last Friday in January
2. If the complaint is against the chair, it should be directed to the dean and these procedures shall be modified such that the dean shall undertake the responsibilities of the chair under these Guidelines and the Provost (or his or her designee) shall undertake the responsibilities of the dean under these Guidelines.
3. In the event that the complaint cannot be amicably resolved in the chair's judgment, the chair may make such disposition of the complaint as the chair deems warranted. The chair shall ordinarily communicate his or her disposition of the complaint to the student initiating the complaint and the faculty member.
4. In a particularly difficult case the chair may elect to refer the matter to the departmental committee for fact finding and recommendations. The committee shall consider the chair's referral of the matter in accordance with the procedures described in Section III and send its recommendations in writing to the chair. The chair shall be guided in his or her determination by widely accepted professional norms of academic freedom which normally recognize the instructor as the authority in determining grades. The chair shall communicate his or her determination of the complaint to the dean, the faculty member involved, and the Complainant. In general, the formal procedures described below will only take place after a final course grade has been given.

### C. Department or College Committee

Upon a referral from the chair in the case of a grade complaint or upon a written complaint from a student or faculty member dissatisfied with a chair's disposition of a faculty performance complaint, the committee shall meet within a reasonable time to determine how best to handle the review of the particular matter. The committee may convene hearings appropriate in its judgment to the particular situation presented. The committee procedures may include by example and not by limitation, individual interviews, closed hearings, and review of documentation. The committee is not bound, however, by formal rules of evidence. All interviews and hearings shall be conducted in appropriate University facilities designated by the committee and shall be closed to the public. Every committee member need not attend every interview or hearing session. The University does not permit legal counsel to participate in hearings or interviews of the committee on behalf of the student or faculty member. Only information which has been communicated to the faculty member, thus permitting the faculty member an opportunity to respond thereto, shall be relied upon by the committee in reaching its conclusions. The committee shall reach its decision by majority vote.

In the case of a grade complaint, the Committee shall provide its findings of fact and written recommendations to the chair for consideration in the chair's determination of the matter. In making its recommendation to the chair, the committee shall base its decision on clear and convincing evidence and on the principle that the locus of authority in determining grades normally is placed with the instructor, especially in those cases where the instructor is acting in accordance with principles that have been clearly delineated in the course syllabus. In the case of a faculty performance complaint, the committee shall provide its findings of fact and written decision to the student, faculty member and chair. The Committee shall make its decision based on the preponderance of evidence it has reviewed.

### D. Appeals Process

In the extraordinary case when a student or faculty member is unwilling to accept the decision of the chair with respect to a grade complaint or the departmental complaint committee with respect to a faculty performance complaint, they may appeal the decision in writing to the Dean of the College within seven days of that decision, but only on the following basis:

- Material procedural defect in the Committee, or
- Material procedural defect in the chair's handling of the matter, or
- New material evidence not reasonably available at the time of the committee or Chair's review of the matter.

All written deliberations concerning the complaint shall be forwarded to the Dean to aid in the decision. In the course of their review of the appeal, the Dean may, but shall not be required to, consult with others, interview the complainant, faculty member, chair, committee members or others. The decision of the Dean shall be final.

### E. Complaints Involving Discrimination and Harassment

For cases of grade complaints or faculty performance complaints which may involve sexual harassment or discrimination in violation of University policies. Please refer to the section on [SEXUAL HARASSMENT POLICY](#). For grade appeals or faculty performance complaints based on allegations of discrimination based on disability, including those related to academic or classroom accommodations, please refer to the University's Section 504 Disability Grievance Procedures.

### F. Complaint Process for Distance Education Students

Villanova University is approved by the Commonwealth of Pennsylvania to participate in the [National Council for State Authorization Reciprocity Agreements](#) (NC-SARA). NC-SARA is a voluntary, regional approach to state oversight of postsecondary distance education. Participation in NC-SARA enables prospective and current students located in all [SARA member states and territories](#) to enroll in approved distance education offered by all six colleges at the University.

Students enrolled in distance education programs should follow the University's established internal complaint process.

Students residing in [SARA member states and territories](#) who are not satisfied with the outcome of the institutional process can appeal the decision to the Pennsylvania Department of Education, by following the [Student Complaint Procedures](#). Please note that complaints about grades and student conduct are governed entirely by Villanova's institutional policies. For more information on NC-SARA's policies, please visit the [SARA Student complaints](#) webpage. Students can also contact the appropriate agency in their home state or territory. For a complete list of consumer complaint contact information by state or territory, please reference [this list](#).

## Student Records and Files

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### Student Records Policy

The Family Educational Rights and Privacy Act (FERPA) provides that certain information from student records is "Directory Information" and may be released without the consent of the student, unless the student indicates that they do NOT wish such information released. In accordance with the Act, Villanova University hereby gives notice that the following shall be considered "Directory Information" and may, at the discretion of the Registrar's Office, be made public without the student's consent:

- student's name, address, telephone number; date and place of birth;
- major field of study;
- dates of attendance, degrees and awards received;
- the most recent previous educational agency or institution attended by the student; and
- other similar information.

An individual may request that any or all of the above information be kept confidential, except that such information may be released in accordance with other provisions of law. Students wishing to keep any or all of the above information confidential must inform the Registrar's Office in writing at the time that the office originally seeks the information.

### Registrar

The Office of the Registrar is responsible for managing student registration, processing grades submitted by the faculty, maintaining accurate records, posting degrees and forwarding diplomas. Verification of dates of attendance, registration and unofficial and official transcripts may also be requested from this office. More information can be found on the Registrar's [webpage](#).

#### Transcript Requests

Official transcripts may be obtained from the Registrar's Office. Please visit the Registrar's website for more information.

#### Address/Name Change

You may submit a request to change your name and/or address on your records by completing the appropriate form, found on the Registrar's Website.

# Enrollment Status

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## Full-Time/Part-Time Status

### Full-time

A student is considered full-time if enrolled for a minimum of six credit hours per semester (Fall/Spring).

### Part-time:

A student is considered part-time if enrolled for 3 or fewer credit hours per semester.

## Change in Program

Graduate business students who wish to change from one graduate business program to another (i.e.: from the MSF to the MBA program) must apply and be accepted into the new program. Students who change programs carry over their GPAs from all previous programs that were taken at the same school level (GB).

### Inactive Students

Students who do not enroll in courses for a semester are considered inactive and will have to contact the Registrar's Office before they are able to register for classes.

### Leave of Absence

If a campus-based student is not able to enroll in a course for a full year or an online student is not able to enroll in a course for a semester, they should notify the Graduate Business Office to take a leave of absence. If the student does not come back after one year, they will be considered inactive and may be asked to re-apply for the program before re-entry. If an inactive student is readmitted into the program, credits that are older than seven years will not be accepted.

### Withdraw from Program

Students who need to withdraw from the program should contact the Graduate Business Office to complete an official program withdraw form. If a withdrawal is effective for a term in which the student is enrolled, the courses will be dropped if the effective date of withdrawal is within the drop/add period. If the effective date of withdrawal is after the drop/add period, course grades will be assigned. If the withdrawal is effective for a future term, all courses for that term will automatically be dropped.

## Maximum Degree Completion Timeframe

### MBA (Fast Track, Flex Track, JD/MBA, and Online)

MBA students must complete their program of study within seven years from their start of program date.

### MAC, MBT and MSF Programs

MAC, MBT, and MSF students must complete their program of study within five years from their start of program date.

## MSA Program

MSA students must complete their program of study within four years from their start of program date. Students have the right to appeal to the Associate Dean for an extension. Transfer students and students changing programs are placed in an appropriate semester on the basis of credits transferred. Such students are expected to complete their degree according to the remaining semesters in their program plus one additional semester to allow for scheduling difficulties.

# Registration

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## Addition/Cancellation of Courses

After the release of the upcoming semester calendar, courses can be added or cancelled at discretion of VSB. Students will be notified of any changes via email.

## Drop/Add Procedures

Students may add and drop courses through myNOVA from the start of registration until the end of the add/drop period. A request to add a course after the add/drop period is rarely granted. The add/drop period is as follows:

### MBA Courses:

Students may add or drop courses up until the end of the first week of the session. In the event that a holiday falls on the first week of the session the add/drop period will be extended until after every class has met at least once.

### MAC/MBT, MSF

Students will be registered by their advisor prior to the semester starting. Once students are registered a confirmation email will be sent to their Villanova email address. Fall semester registration occurs in July, spring semester registration occurs in November, and summer registration will occur in April.

## Withdraw

Students are permitted to withdraw from a course for any reason by the deadline for authorized withdrawal. The student receives a grade of WX for the course without academic penalty. However, the student is still responsible for the tuition costs as per the university's refund policy. After that date, a student seeking authorized withdrawal without penalty must petition the Graduate Business Associate Dean, who has sole authority to grant withdrawals without penalty. However, requests for withdrawals after the published deadline will rarely be approved. Only officially documented, substantive non-academic reasons (such as prolonged serious illness or significant employment difficulties) will be considered sufficient to receive a WX grade. Note that a withdrawal without permission will receive a "W" grade, which is calculated as an "F" in computing one's quality point average. If a student is given permission to withdraw from a course, the student is still responsible for the tuition costs as per the university's refund policy.

## Holds on Student Accounts

The Graduate Business Office cannot register students for courses if there is a financial hold on the student's account due to unpaid charges including non-academic fees. The student should contact the Bursar's Office and notify the Graduate Business Office when the hold has been removed.

# Waivers and Transfer Credits

A maximum of twelve credits may be waived and/or transferred into the MBA program.

**Waivers:** Previous coursework taken for credit can be evaluated to waive MBA foundation courses. Waivers will be approved based on: a) Related upper-level UG/Grad (certificate or degree) coursework with a B+ (3.3) or better within the last seven years, or b) CFA (minimum level 1 completion) or, c) CPA professional certification.

**Transfer credits:** Previous coursework must be from an AACSB accredited College or University from a degree-seeking graduate program. Students must provide the Graduate Business Office with a copy of the course syllabus which will be sent to the appropriate academic chair. Once a course has been approved by the department chair, transfer credits will be entered into the student's record upon receipt of an official transcript documenting a grade of B or better. Accepted Transfer courses count towards a student's total credit requirement, but the grade is not calculated into the GPA. Transfer credits that are older than seven years will not be accepted.

Transfer/waiver credits are not accepted in the MAC, MBT, MSF, or MSBA programs.

**For students that qualify for Veteran's Benefits and assistance, the school maintains written records that indicate that appropriate and program relevant previous education and training has been evaluated and granted, if applicable, with training time shortened and tuition reduced proportionately, and the VA and the veteran so notified.**

## Academic Policies

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### Grading System

Each faculty member will explicitly declare grading criteria at the beginning of each semester for each course he or she teaches. During the semester, the faculty member will provide as much information as possible to each student with regard to their progress. Faculty members will also provide evaluation of final grades assigned.

Grades are available to students on the University NOVASIS website at the end of each semester, at which point they become part of the students' permanent records. Any grade inaccuracy must be reported to the Office of the Registrar within two weeks of posting to be eligible for correction.

While composing grade criteria, faculty members will seriously consider, and incorporate as appropriate, the official University grade definition guidelines as follows:

A 4.00 | A- 3.67

The highest academic grade possible; an honor grade which is not automatically given to a student who ranks highest in the course, but is reserved for accomplishment that is truly distinctive and demonstrably outstanding. It represents a superior mastery of course material and is a grade that demands a very high degree of understanding as well as originality or creativity as appropriate to the nature of the course. The grade indicated that the student works independently with unusual effectiveness and often takes the initiative in seeking new knowledge outside the formal confines of the course.

## B+ 3.33 | B 3.00 | B- 2.67

A grade that denotes achievement considerably above acceptable standards. Good mastery of course materials evident and student performance demonstrates a high degree of originality, creativity, or both. The grade indicates that the student works well independently and often demonstrates initiative. Analysis, synthesis, and critical expression, oral or written, are considerably above average.

## C+ 2.33 | C 2.00

Indicates a satisfactory degree of attainment. It is the grade that may be expected of a student of average ability who gives to the work a reasonable amount of time and effort. This grade implies familiarity with the content of the course and acceptable mastery of course material; it implies that the student displays some evidence of originality and/or creativity, and works independently at an acceptable level and completes all requirements.

At the graduate level, a 'C' grade is the lowest passing grade.

## F 0.00

Indicates inadequate or unsatisfactory attainment, serious deficiency in understanding of course material, and/or failure to complete requirements of the course.

<b>Grade</b>	<b>Meaning</b>
N	Incomplete: course work not completed.
S	Satisfactory: Assigned in Satisfactory/Unsatisfactory courses.
SP	Satisfactory Progress.
U	Unsatisfactory: Assigned in Satisfactory/Unsatisfactory courses.
WX	Approved withdrawal without penalty.
W	Approved withdrawal with penalty.
Y	Unofficial withdrawal from course.
NG (or blank)	no grade reported.

## Incomplete Grades

Course instructors may assign a grade of N at the end of a course if the student is missing any assignments or projects. It is the responsibility of the student to communicate with the instructor and work to finish the course material. If a student fails to do so before a specific period of time specified by the Registrar's Office, the grade of N will be changed into a grade of NF. NF is considered a failing grade and is calculated into the student's GPA accordingly.

## Audits

Students enrolled in a graduate business program are not permitted to audit courses.

## Repeating Courses

Students are not required to repeat courses in which the grade of F has been received unless the courses are specifically required by their graduate program. The Graduate Business office does not permit grade replacement and the original grade of F will be computed in the cumulative GPA even if the student retakes the course and earns a passing grade. Students are only permitted to repeat a given course one time.

## Posting of Grades

The Registrar's Office maintains a schedule of grade posting for each semester. Course instructors are given a start date and a deadline for which they can enter in their grades. Students who require grades by a certain deadline due to their company's reimbursement policy should be aware of these deadlines and communicate them to their employer in advance.

## Academic Standing

To remain in good academic standing, a Graduate Business degree candidate must earn a cumulative grade point average of at least 3.0. Students whose GPA falls below 3.0 are notified by letter that they are on academic probation.

While on academic probation, a student:

- Must achieve at least a 3.0 (term) GPA in each subsequent semester
- Must not receive a grade of F in any course
- MBA students have no more than 12 credits to improve their GPA above a 3.0
- MSA: students have no more than 9 credits to improve their GPA above a 3.0

A student who fails to meet the above conditions will be dismissed from their program. Students on academic probation may not receive Financial Aid until the GPA is above the 3.0 threshold.

Students may take additional elective classes beyond the program requirements in order to achieve the 3.0 GPA minimum. For programs with no electives, students may only repeat classes in which the student earned a B- or lower.

- MBA: Students will be allowed to complete up to 9 credits of graduate-level coursework beyond the program requirement to achieve the 3.0 GPA minimum.
- MSA: Students will be allowed to complete up to 9 credits of graduate-level coursework beyond the program requirement to achieve the 3.0 GPA minimum.
- MAC, MBT & MSF: Students will be allowed to complete up to 9 credits of graduate-level coursework beyond the program requirement to achieve the 3.0 GPA minimum

## Academic Dismissal

A student who has not met the academic standards of a college (as determined by the Academic Standing Committee and Dean of that college) will be dismissed from the college. The program director will inform that student of the dismissal as soon as possible. Typically the student will be allowed to appeal that dismissal to the Associate Dean of Graduate Business (e.g., when the student has had previous warnings or been on probation), the student may, at the determination of the college, be dismissed without right of appeal.

Additional information on the University's academic dismissal policy [here](#).

In addition to the above, the following policies govern specific specialized masters programs the VSB:

- MAC and MBT Programs: Upon completion of the first semester, a student who does not achieve a minimum grade point average of a 2.4 will be automatically dismissed from their respective program.
- MSF Program: Upon completion of the fall semester, a student who does not achieve a minimum grade point average of a 2.4 will be automatically dismissed from the Masters of Science in Finance program.
- MSA Program: Upon completion of 21 credits, if an MSA student has under a 2.4 GPA, the student will be automatically dismissed from the MSA program.

# Academic Freedom

As a necessary condition for fulfilling their duties and functions as teacher-scholars, all faculty members (tenured, tenure-track, non-tenure-track full-time, or part-time adjunct) are entitled to full academic freedom in teaching, in research, and in disseminating the products of their scholarship. One's academic freedom is intrinsically linked to one's responsibilities as a scholar and member of the Villanova community, as detailed in this Faculty Handbook.

Because academic freedom is predicated on a degree of scholarly support for one's positions on issues, it does not extend to espousal of propositions that lack any scholarly support. Scholarly discourse on religious matters is protected.

In extramural academic settings such as professional lectures and conferences, when speaking as a member of a learned profession, faculty members enjoy this same freedom of research and dissemination of results as described above.

In the classroom, academic freedom is task-specific, deriving from and governing one's role as an instructor in a given discipline or disciplines. Faculty members are free to present and discuss their subject matter and related issues in accord with relevant academic standards and students' legitimate academic rights and responsibilities. Except when the University explicitly asks them to discuss specific issues of University concern, faculty "should be careful not to introduce into their teaching controversial matter which has no relation to their subject." Faculty members are responsible for upholding the integrity of reasoned inquiry, open discussion, and free expression. Especially when dealing with controversial topics, faculty members are expected to lead students in a scholarly evaluation of the subject matter.

Student performance should be evaluated solely on an academic basis, not on opinions or conduct unrelated to academic standards. Students should be free to take reasoned exception to the information or views offered in any course of study and to reserve judgment about matters of opinion, but students are responsible for learning the content of the course of study in which they are enrolled, including matters with which they disagree. The validity of their ideas, theories, arguments and views should be measured against the relevant academic standards.

Academic freedom per se does not extend to public statements that are unrelated to one's faculty status and academic expertise. Faculty members are free to exercise their constitutionally-protected freedom of expression, but in exercising that freedom, they will take care not to claim or suggest that the views so expressed are sanctioned by, or necessarily related to their faculty status at, Villanova. This is especially important in view of the fact that the public may judge their profession and Villanova University by their utterances.

# Student Financial Policies

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## Billing

The Bursar's Office manages billing, collection and student account services. Questions regarding tuition accounts should be directed to the Bursar's Office.

Tuition increases will be posted on the Graduate Business School website, tuition is increased at the start of the summer semester for all programs except the Fast Track MBA and MSA programs, which have locked- in tuition rates.

## Electronic Bills

Paper bills are no longer mailed. Students can access their V-Bill online through the Bursar's website. It is the student's responsibility to make tuition payment by the due date regardless of whether a student has received a bill.

## Payment of Charges

The student is responsible for payment of all charges on their student account. Students who have holds placed on their accounts due to late or non-payment will not be able to register for classes until the holds are removed. Depending on the severity of late or non-payment, students may be placed on a pre-pay only status. Overdue obligations may be referred to a collection agency and reported to the credit bureaus. If any overdue obligation is referred to an outside collection agency or to an attorney for collection efforts and/or legal suit, the debt is increased to cover all reasonable costs of collection including collection fees, court costs and attorney fees.

It is the student's responsibility to ensure that tuition charges are paid by the first day of the semester. If tuition payment is not made by the due date, late fees may be imposed by the Bursar.

## Tuition Deferment

The Bursar's Office does not currently offer tuition deferment for students enrolled in Graduate Business Programs.

## Refund Policy

Refunds as a result of official withdrawal will be made according to the [Tuition Reversal Schedule](#) as dictated by the Bursar's Office. Activity, library, and medical fees are not refundable. There will be no refund for unauthorized withdrawals.

In addition to the University's refund schedule and in accordance with the Higher Education Amendments of 1992, if a student completely withdraws from the University and has utilized Federal Title IV funds (e.g. Federal Pell Grant, Federal Supplemental Educational Opportunity Grant [SEOG], Academic Competitiveness Grant, National SMART Grant, Federal Perkins Loan, Federal Direct Stafford Student Loan, Federal Direct PLUS, Federal Direct Graduate PLUS), during the semester in which they withdraw, the University will observe the federally mandated process in determining what, if any amount of money must be returned to the federal program(s).

## Non-attendance of Class

A student who registered for a course that they either never attended, or attended but subsequently stopped attending, must comply with the aforementioned procedure for withdrawing from a course. Mere nonattendance does not constitute a withdrawal and will lead to the imposition of a grade of "F" for the course, as well as the forfeiture of any right to a tuition refund. Nonpayment for courses that you are registered for does not constitute an official withdrawal.

## Graduation

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### Class Ranking

Graduate programs do not rank students, nor are graduation honors (cum laude, etc.) conveyed to graduate students. One student from each Graduate Business program is awarded the Bartley Medallion at the College's recognition ceremony, based on academic merit and service to the University.

## **Honor Societies**

### **Beta Gamma Sigma**

Beta Gamma Sigma is the only nationally recognized business honor society for AACSB accredited schools. Students whose graduate grade point average falls in the top twenty percent of that academic year's graduates (summer, fall and spring graduating classes) are identified as superior students of business and are nominated for membership at an induction ceremony held in May. Students inducted into Beta Gamma Sigma (BGS) as undergraduate students are eligible for a Master's Certificate from BGS.

## **Procedure**

To be eligible to receive a Graduate Business degree, the student must satisfy all requirements established by the School of Business. These requirements include:

1. Satisfaction of any condition contained in the candidate's letter of acceptance,
2. A cumulative grade point average (GPA) of at least a 3.00, and
3. Completion of the degree program within the maximum time-frame for the student's program

## **Prospective Graduate Form**

It is the student's responsibility to notify the Graduate Business Programs office of his/her intention to graduate by completing the "Prospective Graduate Form" as well as the "VSB Supplemental Form" in MyNova prior to the beginning of the semester in which degree requirements will be met. These forms are required to process degree conferral.

## **May Commencement and Graduation Events**

The University holds only one Commencement Ceremony per academic year in May. Spring graduates and graduates from the previous summer and fall semesters are invited to participate in the University's annual commencement ceremony. Students who will be graduating the following summer semester may be eligible to participate in the Commencement ceremony as a "Walker" (see policy below). Information regarding the May ceremony will be sent from the Graduate Business office.

## **Walkers at Commencement Policy**

Each year there are a small number of students who have not fulfilled all of the requirements for graduation but who wish to participate in spring commencement events. Students who have only nine or fewer credits remaining to fulfill the requirements for graduation may participate in the spring VSB Recognition Ceremony and Commencement ceremony as a "walker" if they will complete these requirements during the following summer semester. The names of all such students throughout the University will not be included in the commencement program until the following May, after they have met the degree requirements. Students who wish to be walkers in the spring must contact the Graduate Office in advance to be added to the Walker's list.

## **Diplomas**

All diplomas will be mailed out by the Registrar's office to the address listed on the student's prospective graduate form. Diplomas should arrive 6-8 weeks following the last day of classes.

# Graduate Business Programs Office

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## Get in Touch

### Graduate Business Programs Office

The Graduate Business Programs Office is located in Bartley Hall, Suite 1064. Please visit us for general program and curriculum inquiries, as well as registration and schedule advising.

Important communication from the Graduate Business Office will be sent to student's Villanova email accounts including information on scheduling, registration, policies and procedures, and newsletters. Student email accounts are also the main method of communication from course instructors, in addition to Blackboard. Students are required to check their Villanova email account on a regular basis or have emails forwarded from their Villanova account to an email account that is checked regularly.

### Office Hours

Monday - Friday: 9 a.m.- 5 p.m.  
(610) 519-4336

### Current Policies and Future Changes

This document contains policies that are current as of the time of publication. The University and the School of Business reserves the rights to modify, amend and add to these policies at any time whenever the University or the School of Business deems it necessary. Where possible, effort will be made to provide advanced notice to students in VSB's graduate business programs of the changes.

# Courses

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## **EMB 1003: Marketing Essentials**

Marketing techniques with emphasis on applying concepts to real-world situations. Analysis of how decisions work in changing environments. Balance relationships between financial, customer, and human resources. Topics: Market segmentation, product positioning, conjoint analysis, competitive analysis, pricing strategy, perceptual mapping, marketing research and development.

**Credits** 3

## **EMB 1006: Economic Analysis**

Overview of micro and macroeconomic principles to create a framework for applying systemic thinking to business models. Basis for valuation metrics and value creation. Topics: price theory, production and transaction costs, government regulation, overview of the macro-economy, banking and monetary policy, fiscal policy, international economics, and market structures.

**Credits** 3

## **EMB 1007: Financial Analysis**

Financial analysis as the framework for value-based management. Topics: financial statements, cash flows, flow of cash from capital markets through the firm, financial markets in relation to current business conditions, discounting cash flow, capital expenditure decisions, risk/expected return trade-off, relation between cost of capital and hurdle rate.

**Credits** 3

## **EMB 1013: Negotiation**

Psychological aspects of bargaining, perceptions and personal differences, negotiating within the organization and multi-issue negotiations and bargaining terms.

**Credits** 1.5

## **EMB 1017: Valuation Techniques & Apps**

Economic value measure such as EVA, Net Present Value and Internal Rate of Return; Compensation, incentives and performance; knowledge capital and valuation; and integrative performance metrics such as the Balanced Scorecard.

**Credits** 3

## **EMB 1036: Global Management/Immersion**

First hand observation of how business is conducted in a foreign venue; immersion in a foreign operating culture; understanding of international differences; exposure to the challenges/unique risks of international business relationships.

**Credits** 4

## **EMB 1039: Value Creation through Technol**

The course examines the relationship between business models and processes and computing and communications technology. Through lectures, in-class discussions, group projects and presentation, and min- and full cases, a variety of topics will be addressed, including emerging collaborative business models, technology integration, business technology management best practices, technology organizations and technology people management. The course is intended to ground students in opportunities for full business technology convergence. The learning objectives include knowledge about predominant business models and processes, the range of available data, applications and communications technology, business technology management best practices including total-cost-of-ownership (TCO) and return-on-investment (ROI) modeling, business case development and project management.

**Credits** 3

## **EMB 1040: Financial Reporting & Analysis**

Understand and analyze an annual report including the three primary financial statements and selected key footnotes. Understanding financial statements requires a grasp of accounting terminology, business transactions and fundamental accounting concepts. Ratios and other means will be used to analyze financial statements and measure performance. The class sessions will be highly interactive and case-based. Proficiency with excel is helpful.

**Credits** 3

## **EMB 1042: Performance Measurement**

Analysis of performance measurement systems and how they relate to implementing strategy. Issues such as balancing organizational tensions, building a profit plan, methods for evaluating performance, capital budgeting, cost of capital, activity based costing and the balanced scorecard will all be discussed.

**Credits** 3

## **EMB 1051: Innovation & Entrepreneurship**

The course is about innovation, commercialization and entrepreneurialism. Innovation methodologies are described and debated. Innovation is treated as a purposeful activity.

**Credits** 3

## **EMB 1060: Manage Yourself & Your Career**

Managing career changes and challenges in today's career landscape in conjunction with executive coaching. Understanding professional transition strategies, high performance in the work world, shifting career paths, networking, sustainable professional identity, personal brand, self awareness, individual assets, and overall individual purpose.

**Credits** 1.5

## **EMB 1061: Business Ethics for Executives**

Explore stakeholder responsibility, business ethics, and values. Assess leadership traits and potential derailers, anticipate ethical dilemmas, navigate complex decision-making scenarios, strategize solutions for management challenges in executive roles.

**Credits** 1.5

## **EMB 1064: Applied Analytics**

Using data to drive business decisions. Managers are experiencing dramatic results through techniques such as data mining and predictive modeling. Learn how these practices are used to solve real-world problems faced in business today.

**Credits** 3

## **EMB 1067: Leading the Changing Workplace**

This course is partitioned into five General Leadership Principles, Setting Context: Management vs. Leadership, Change Management & Resistance, Communication and Trust, Execution and Career Transitions and Networking.

**Credits** 3

## **EMB 1071: Strategic Planning**

Managing an organization's long-term success versus focusing on its day-to-day operations. Defining company's mission and grand strategies, and fostering buy-in from all agents in the organization. Building on changing management principles to develop strategic planning principles for the corporate system.

**Credits** 4.5

## **EMB 1075: Corporate Risk Management**

Fundamentals of derivatives: futures, forward contracts, swaps; option pricing and related hedging strategies; developing an integrated risk management approach; and understanding and applying derivative instruments and other financial contracts to achieve the firm's objectives.

**Credits** 1.5

## **EMB 1088: Cultivating High Perform Teams**

Highly experiential course that helps leaders build and manage teams that realize their full potential and achieve extraordinary results. Frameworks, assessment tools, and simulations facilitate key outcomes including heightened student self-awareness, team resiliency and emotional intelligence, and team synergy.

**Credits** 3

## **EMB 1090: Leadership thru Systems Think**

Introduces a cycle of activities that begins with a mental creation of an idealized future and ends with its approximation to it. These four phases - contemplation, desire, design, and creation - work together in a holistic fashion

**Credits** 1.5

## **EMB 1091: Sys Think for Decision Making**

Discuss the inherent risks of playing it too safe in times of disruptive change and uncertainty as well as the factors that drive leadership timidity. Executives will learn a framework to uncover the positive and negative implications of their strategic decisions.

**Credits** 1.5

## **EMB 1092: Systems&Design Think for Innov**

Builds on the theory of systems thinking and guides students through an iterative sequence of observation, immersion, ideation, and reflection. Learn frameworks to operationalize the concepts of idealized design and create prototypes of products, services, and experiences.

**Credits** 1.5

## **EMB 1093: Global Mgmt & Intl Engagement**

Provides integrative exposure and practical application of global management issues and challenges with particular attention to managing a global project as part of a business challenge team. Covers the role of culture, political, legal, and social environment of global business.

**Credits** 4

## **EMB 1094: Leadership Mastery**

Experimental learning sessions provide cutting-edge leadership content on contemporary business topics that align with the overall mission of the EMBA curriculum.

**Credits** 1-1.5

## **EMB 1095: Strategic Management**

Managing an organization's capability to create and capture value. Analyzing, formulating, and implementing competitive strategies. Answering the questions of where and how organizations compete. Engaging in an integrative and multi-functional approach to organizational issues.

**Credits** 3

## **EMB 1096: Supply Chains in 21st Century**

This course will provide leaders with the quantitative foundations of supply chain management that can immediately be applied to their organizations. The topics of this course include supply chain innovation, project management, logistics, and future trends.

**Credits** 3

## **EMB 1097: Capstone Action Learning Proj**

EMBA teams exercise a multidisciplinary approach to provide measurable value to real-world organizations. Course includes problem scouting, measurement and metrics, visual display of data, team functioning, and consulting protocols.

**Credits** 4.5

## **EMB 1098: Executive Communication I**

Introduction to communication theory and business practice; persuasion and audience assessment; foundations of executive communicator personal brand development; individual speaking and presentation strategies and application.

**Credits** 1.5

## **EMB 1099: Executive Communication II**

Advanced executive communicator personal brand development; techniques in crisis management and communication; foundations of team speaking and presentation strategies and application

**Credits** 1

## **EMB 1100: Executive Communication III**

Advanced team speaking and presentation strategies and application in the context of the program capstone

**Credits** 1

## **EMB 1101: ESG Strategies & Tactics**

This course explores ESG strategies, shareholder value creation models, frameworks for data-driven ESG decisions, ESG communication strategies, and ESG planning and measurement.

**Credits** 1.5

## **EMB 1102: Corp Risk Mgmt & Firm Value**

Focus is on how risk management can affect firm value. Valuation techniques will be applied in the context of understanding the fundamentals of derivatives; developing an integrated risk management approach; and applying derivative instruments to achieve corporate strategies.

**Credits** 3

## **MAC 8100: Emerging Technologies**

This course introduces the student to the use, of technology skills and data analytic applications, that are being used by today's tax professionals. The course applies the integration of technology skills, and tax competencies that will enhance the student's, comprehension and skillsets in all aspects of, taxation, including compliance and provision, effectiveness, tax process improvement, and tax, consulting and modeling. Students will receive, an overview of tax data analytics concepts and, components, and an overview of the basic approaches, to tax modeling.

**Credits** 1.5

## **MAC 8201: Taxes & Business Strategy**

Taxation from a planning and business - strategy perspective: tax-planning concepts, tax policy objectives, ethics, calculation of ROI, general rules for taxation of business income and deductibility of common business expenditures, organizational form decisions, tax and business issues related to formation of corporation and partnerships, taxation differences of different organizational forms, and basic issues in corporate taxation.

**Credits** 3

## **MAC 8203: Adv Topic in Fin Rpting&Fraud**

This course covers the advanced financial reporting issues with an emphasis on current and evolving issues on the agenda of the SEC and FASB. Topics include detecting financial statement fraud, fair value accounting, business combinations, derivatives and financial instruments, valuations of intangibles and special items, deferred tax accounting, cash flow manipulation, global financial reporting, and ethical financial reporting. RESTRICTED TO: MAC-Accounting Analytics Program.

**Credits** 3

## **MAC 8205: Accounting Systems and Control**

**Credits** 3

## **MAC 8207: Data:Models,Analysis & Visualz**

This course prepares students to perform value-added data analysis on accounting data. It covers concepts and techniques in relational data models, analysis and visualizations. In the first half of the course students will learn to understand the data models supporting the auditing processes and perform structured data analysis on accounting data. Structural Query Language (SQL) will be introduced to analyze data stored in relational databases. Alteryx will be introduced to implement data analysis of complex and customized auditing procedures. This second half of the course will focus on data visualization principles and techniques. Students will gain understanding of how analysis results can be visualized to provide insight, learn the principles and techniques of data visualization for dashboards and reports, and develop skills of storytelling with data. QlickView will be used as a tool for building interactive visual applications and presentations.

**Credits** 3

## **MAC 8209: Advanced Topics in Auditing**

Emphasizes new developments in the auditing profession. Specific topics vary by year, but will focus on the impact of technology on the auditing process, auditing fraud, current pronouncements by the PCOB, and recent business developments which emphasize how changes in business risk impacts the auditing function. Recent developments in the auditing literature and topics under discussion by the PCAOB, FASB and AICPA will be emphasized.

**Credits** 3

## **MAC 8217: Accounting Analytics**

This new course will cover the process associated with the use of data and analytics in the accounting profession, with opportunities to use applications that are relevant to accounting professionals.

**Credits** 3

## **MAC 8223: Partnership Tax**

This course addresses the tax treatment of partnerships and partners, problems associated with the formation, operation and dissolution of the partnership, sale of a partnership interest, termination, and retirement and death of a partner. Substantive issues discussed include definition of a partnership; a detailed analysis of the passthrough regime; the use of profit interests as compensation; discussion of section 704(b) allocation rules including special allocations of waterfall allocations in typical private equity funds; the impact of ordinary income assets, basis adjustments, and the treatment of partnership liabilities; application of 704(c) allocation approaches; transfers of interests, exchange agreements and redemptions; application of the disguised sale rules; and an overview of the new partnership audit procedures. The course explores the fundamental partnership tax concepts through a rigorous application of authorities to problems and reinforces the conceptual underpinnings of partnership and passthrough taxation principles through the integration and application of modeling techniques to be used for problem solving.

**Credits** 3

## **MAC 8225: Advanced Tax Topics**

This course addresses the financial accounting and reporting requirements related to the effects of income taxes that result from an entity's financial activities during the the current and preceding years, including merger and acquisition activities and international and state and local taxation impact, as prescribed by Accounting Standards Codification (ASC) 740. Specific topics addressed in the course include calculation of total income tax for financial reporting purposes, recognition of deferred tax assets and liabilities and the determination of a need for a valuation allowance, calculation and reconciliation of the effective tax rate, and footnote disclosure related to income taxes. The course also covers FASB Interpretation No. 48, Accounting for Uncertainty in Income Taxes ("FIN48") and a variety of other topics and issues related to financial reporting of income taxes. The course reinforces the conceptual underpinnings of the relevant concepts through the integration and application of modeling techniques to be used for tax accounting analysis and problem solving.

**Credits** 1.5

## **MAC 8226: State & Local Taxation**

The State and Local Taxation course introduces the basic principles of state and local taxation and provides an overview of the substantive aspects of state tax laws in the areas of corporate income taxes and sales and use taxes. Topics include the evolving impact of nexus, various approaches to apportionment and allocation of taxable income, the difference between separate accounting and combined/unitary taxation, and the types of transaction subject to sales tax. The course integrates data analytics and technology with exercises incorporating the use of Alteryx, Data Visualization tools, and Excel.

**Credits** 1.5

## **MAC 8227: International Tax**

The course will address the principal elements of the U.S. taxation of international transactions, including both the way in which individual and corporate foreign taxpayers are taxed in the United States (Inbound Taxation) and the way in which U.S. individual and corporate taxpayers are taxed on income earned in other countries (Outbound Taxation). The first half of the course will focus on inbound investment. Topics will include jurisdiction to tax, residency, character and source of income, structure for taxing passive and business income, and introduction to tax treaties. The second half of the course will focus on outbound investment. Topics will include anti-deferral provisions such as subpart F, foreign tax credits and credit limitation, introduction to taxation of outbound transfers of property, and the impact of transfer pricing rules and tax treaties. The course explores the fundamental concepts of international taxation through a rigorous application of authorities to problems and reinforces the conceptual underpinnings of international taxation principles through the integration and application of modeling techniques to be used for problem solving.

**Credits** 1.5

## **MAC 8228: Tax Issues Mergers&Acq Trans**

This course provides a broad overview of the tax consequences of buying and selling a business in corporate solution, whether an S or C corporation, and the impact to the buyers and sellers of an asset or a stock sale. Students will address multiple areas of concern of the buyer and seller such as the impact of Section 197 on purchased intangibles, whether a stock or asset sale is preferable, treating a stock acquisition like an asset acquisition for both federal and state tax purposes (Section 338 elections), and the impact of change of control on tax attributes such as NOLs.

**Credits** 1.5

## **MAC 8231: Corporate Tax**

This course considers the tax consequences associated with corporate-shareholder relationships while operating in the Subchapter C Corporation taxing regime. Problems of corporate formation, non-liquidating distributions, redemptions and partial liquidations, liquidating distributions, and tax considerations in the sale of the corporate business are covered. This course examines basic issues in the tax treatment of corporations and their shareholders, including: requirements for and tax consequences of corporate non-liquidating cash and property transactions, and the measurement of earnings and profits for characterizing distributions as taxable dividends; determining whether a corporate stock redemption qualifies for exchange treatment or is taxable as a dividend distribution; current and potential future tax consequences of distribution of additional shares to existing corporate shareholders; requirements for nontaxable liquidation of a controlled subsidiary corporation and the tax consequences of liquidation of a corporation that is not a controlled subsidiary; and the requirements for and tax consequences of an S corporation election. The course explores these fundamental corporate tax concepts through a rigorous application of authorities to problems and reinforces the learning through the integration of tax technology advancements and modeling techniques to provide a foundation for the advanced study of corporate taxation.

**Credits** 3

## **MAC 8300: Negotiations**

The objective of this course is to facilitate your becoming a more knowledgeable, effective and reflective negotiator. You will acquire a toolkit of negotiation approaches and principles, how to use those approaches and principles to improve outcomes, and practice being reflective so that you are constantly seeking to improve your performance.

**Credits** 1.5

## **MAC 8301: Perf Meas&Bus Risk Mgmt**

An unprecedented array of economic, political and technological forces has changed the nature of business and the risks organizations face today. While traditional financial and integrated audits have served to identify and mitigate financial reporting and internal control risk, audit methodologies are rapidly evolving and broadening to address information age risks associated with globalization, emerging business models, intangible assets, value chain automation and increasing complex management reward systems. Therefore, it is critical that auditors more thoroughly understand enterprise and business process risk and client incentives related to performance measurement. This course examines contemporary performance measurement and risk management frameworks, associated regulatory reporting requirements, and timely case examples. RESTRICTED TO MAC-Accounting Analytics Program.

**Credits** 3

## **MAC 8303: Valuation Issues in Acct**

Explores emerging and controversial issues in financial accounting and the valuation of firms. Using case studies and actual financial statements, students are exposed to valuation issues with an emphasis on how financial data is used when calculating firm value. Aspects of financial statements and topics include: leases, pensions, stock options, goodwill deferred income taxes, and derivatives.

**Credits** 3

## **MAC 8307: Professional Writing**

Designed to help writers develop advanced planning, writing and research skills germane to professional writing, with special attention to skills specifically used in the field of accounting. Utilizing a reader-centered approach, course reading and writing activities focus on the techniques involved in the technical writing process. Defining purpose, format selection and planning, drafting and revising effective communications in varied formats. Reflects the variety of professional writing experiences that learners typically encounter in a business setting.

**Credits** 1.5

## **MAC 8308: Accounting Research**

This course focuses on the skillsets necessary to research and document accounting judgments from all the relevant sources of accounting and financial reporting principles, such as FASB Codification, SEC regulations and PCAOB Pronouncements. Students will acquire the ability to identify the accounting problem (the "researchable question"), and gain experience locating and applying guidance within key research tools, students will have the opportunity to apply guidance to a variety of actual accounting topics.

**Credits** 1.5

## **MAC 8329: Tax Research, Policy & Ethics**

This course introduces the students to the various sources of tax authority, both primary and secondary, and various research methodologies, techniques, and practices, including the application of internet-based research, used for in-depth analysis of tax issues. Students will examine the tax policy, economic impact and political considerations underlying tax legislation, and will develop and enhance their writing skills, with emphasis on analytical reasoning and communication of conclusions. The course will also provide a framework to address common ethical issues confronting today's tax practitioners, focusing collectively on guidance from Treasury Department Circular No. 230, AICPA Standards of Tax Practice and the Internal Revenue Code's penalty provisions.

**Credits** 1.5

## **MAC 8341: Digital Accounting Experience**

These courses will address a market need and skillset shortage related to individuals with the combination of business, analytics, and technology skills along with accounting and tax capabilities. This capstone program will bring together learning modules from other courses and help build upon skillset related to teamwork business communication, analytics, data visualization, automation, and leadership. The program will also benefit students by allowing them to work with companies on real-world business problems, provide them visibility to potential alternate career path options, and provide potential future employers additional visibility to MAC students.

**Credits** 3

## **MAC 8400: Independent Study**

**Credits** 3

### **Prerequisites**

MAC 8282 and MAC 8240 and MAC 8254 and MAC 8220 and MAC 8280

## **MAC 8500: Internship**

Students will participate in an Internship.

**Credits** 3

## **MBA 8100: Leadership Challenge**

Intensive weekend course focusing on the behavioral dimensions of decision making with an emphasis on the dynamics and challenges of creating a positive presence, influencing others, providing responsible leadership, and developing high performance teams.

**Credits** 1.5

## **MBA 8131: Data Transformation**

Explores how to clean, validate, and transform data for analytics. Focuses on data modeling, integrating structured and streaming sources, and building automated, repeatable workflows to support predictive and prescriptive business intelligence.

**Credits** 1.5

### **Prerequisites**

MBA-8450 and MBA-8650

## **MBA 8135: Ethics in AI/ML**

Examines the ethical and bias implications of AI/ML systems across domains like healthcare, finance, and hiring, focusing on identifying potential harms and designing responsible technologies that reduce bias or determine when not to deploy AI.

**Credits** 1.5

### **Prerequisites**

MBA-8450 and MBA-8650- and MBA-8136

## **MBA 8136: AI & ML for Business**

This course provides a comprehensive overview of AI trends, impacts on work, enterprise adoption challenges, building an AI-powered organization, AI algorithms, data learning, NLP, computer vision, generative AI, and ethical AI.

**Credits** 1.5

## **MBA 8137: Business Applications in AI&ML**

This course examines AI/ML applications across all industries, developing business cases and ROI for AI investments based on real-world examples and use cases in multiple sectors.

**Credits** 1.5

## **MBA 8138: Bus Problem Modeling in AI&ML**

This course gives business hands-on AI/ML experience through developing prototypes that solve real-world challenges, using no-code tools and applying modeling techniques to business datasets.

**Credits** 3

## **MBA 8139: Contemporary Topics**

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8140: Customer Relationship Mgmt**

Discusses theoretic and practical issues related to implementation and use of CRM systems including: distinct functional areas (Sales Force Automation, Marketing Automation, Customer Support Centers) and their integration with tools like Salesforce.com and SAP's Integrated CRM package.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8141: Dashboard Analytics**

Covers design and implementation of analytic dashboards in various functional areas. Topics include: underlying data sources, their integration into overall dashboard strategy and dashboard lifecycle from design to implementation of simple and advanced dashboards using Xcelsius and SAP's Business Objects.

**Credits** 1.5

## **MBA 8143: Anatomy of Digital Comm.**

Encompassing both technical and managerial aspects of data communication, this course is designed to enhance student's understanding of how data communication works and to examine challenges and opportunities that confront today's technology-driven decision makers.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8146: Simulation of Bus. Analytics**

Spreadsheet modeling course that studies real business decisions. Spreadsheet add-ins at Risk and Precision Tree will be used to allow the student to model applications in finance, marketing, and operations. The students will gain an understanding and appreciation for the uncertainty of values in certain cells and the significant impact that the uncertainty can have on decisions.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8147: Analytics in Sports Business**

Discusses theory and application of how professional sports franchises gain competitive advantage through the integration of data analysis into their decision-making processes.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8149: Topics: Info Systems**

Topics Course for Info Systems

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8151: Financial Accounting&Reporting**

This introductory MBA financial accounting course explores the use of financial statement information by investors, creditors, managers, and other corporate stakeholders. Course topics emphasize understanding Generally Accepted Accounting Principles (GAAP) related to asset and liability valuation, debt and equity issuance, revenue recognition, income measurement, and common supplemental financial statement disclosures, as well as interpretation of common financial statement ratios.

**Credits** 3

## **MBA 8152: Management Accounting**

This introductory MBA management accounting course explores the value of information in performance measurement and decision-making by various organizational stakeholders. Key topics include strategic cost management, budgeting and profit planning, resource allocation, management incentives, and performance evaluation.

**Credits** 1.5

## **MBA 8161: Analyt Meth: Text & Web Mning**

This course covers concepts, techniques, and applications of text and web mining -- e.g., information extraction, classification, clustering, sentiment analysis, visualization, and social network analysis. Asynchronous online lectures. Use of software for hands-on exercises and project.

**Credits** 3

## **MBA 8162: Big Data: Theories & Practices**

Numerous factors contributed to increasing the volume, velocity, and variety of data, resulting in the 'big data' phenomenon to become an unavoidable IT challenge. This course examines big data from both theoretical and practical perspectives in a condensed 2-weekend format.

**Credits** 1.5

## **MBA 8180: Business Intelligence**

This course examines the concepts and approaches in Business Intelligence (BI) from a business user/analyst perspective. Students will learn to use BI tools for creating applications and dashboards in the context of fact-based decision-making.

**Credits** 3

## **MBA 8190: Ind Study:Accounting**

**Credits** 3

## **MBA 8195: Independent Study**

**Credits** 1.5

## **MBA 8250: Bus Opera & Supply Chain Mgmt**

Concepts of operations management, operations technology, and the responsibilities of operation managers in the management of production systems, including problems and techniques of systems design, operation and control.

**Credits** 1.5

## **MBA 8324: Economic Anal. of Bus Strategy**

Provides the analytical framework for strategic decision making within the modern business firm. Topics covered include: horizontal and vertical boundaries of the firm, principal-agent problem, market structures, game theory and competitive advantage.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8330: Contemporary Topics Economics**

Contemporary economic issues.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8331: Hltcare Econ:Patients-Policy**

Health care economics from the macroeconomic point of view, provides a framework for understanding the U.S. Health Care system in the global environment. Cost-benefit analysis will be included to analyze policy decisions.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8332: Hltcare Econ: Managr'I Perspc**

Health care economics at the microeconomic level of supply and demand. The providers of medical care (Medicare/ Medicaid/CHIP, private health insurance, physician services, hospitals, pharmaceuticals, and long-term care) and a detailed exploration of medical care production and costs.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8350: Analyzing and Leveraging Data**

The course begins with a review of descriptive statistics, confidence intervals, and hypothesis testing. These tools will be extended into regression analysis geared towards analyzing large data sets in order to make informed business decisions.

**Credits** 3

## **MBA 8360: Essential Economics**

The study of markets, employment, strategic interaction, monetary and fiscal policy, emphasizing implications for business leaders.

**Credits** 1.5

## **MBA 8370: Essential Business Statistics**

Univariate statistical techniques (descriptive statistics, confidence intervals, and hypothesis testing) used to guide informed business decisions. This course is a building block for more advanced data analysis.

**Credits** 1.5

## **MBA 8380: Analyzing and Leveraging Data**

Multivariate statistical techniques (with a focus on regression analysis) needed to study complex sets of data. Expands analytical skills beyond univariate techniques. Pre-requisite: [MBA 8370](#) Essential Business Statistics.

**Credits** 1.5

## **MBA 8432: Corporate Restructuring**

Focuses on developing a set of analytical tools for corporate restructuring activities, especially Mergers and Acquisitions. Discusses managers' M&A motivations, strategies used in friendly vs. non-friendly takeovers and anti-takeover defense tactics. Includes discussion of costs and benefits of each strategy and methods for valuating a target firm.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8433: Equity Markets**

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8439: Contemporary Topics in Finance**

An examination of contemporary issues and topics which relate to new developments in financial institutions, investments, and corporate finance.

**Credits** 1.5

## **MBA 8441: Deriv. & Risk Mgt - Options**

Mechanics of options markets; properties of stock options; hedging and risk management techniques; binomial trees; the Black-Scholes-Merton pricing model; trading strategies and practices. Restricted to MBA and JDMBA Students.

**Credits** 1.5

## **MBA 8442: Equity Markets & Valuation**

Risk and return; market efficiency; mechanics and structure of equity markets; equity trading strategies; financial statement ratio analyses; financial forecasting; valuation of common stocks. Restricted to MBA and JDMBA Students.

**Credits** 1.5

## **MBA 8443: Credit Markets & Valuation**

Valuation and risk characteristics of credit and credit derivatives markets. Valuation of corporate and treasury bonds; credit portfolio management; term structure of interest rates; credit risks; credit default swaps; and interest rate swaps. Restricted to MBA and JDMBA Students.

**Credits** 1.5

## **MBA 8444: Multinational Financial Mgmt.**

Globalization and the multinational corporation; foreign direct investment and political risk; international parity conditions; foreign exchange market; currency derivatives market; foreign exchange risk management; foreign trade financing; managing the multinational financial system. Restricted to MBA and JDMBA Students.

**Credits** 1.5

## **MBA 8445: Corporate Restructuring**

Organizational and financial restructuring; ethical issues; goals of the firm; role of corporate governance; mergers and acquisitions; business combinations; merger waves; joint ventures; corporate alliances; valuation of public and private firms; negotiation strategies; leverage buyouts; IPOs; divestitures; takeovers; bankruptcy.

**Credits** 1.5

## **MBA 8447: Portfolio Management**

Management of investment portfolios: diversification; risk management, portfolio insurance, performance evaluation and attribution; liquidity requirements; utility theory; and portfolio optimization algorithms. Restricted to MBA and JDMBA Students.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8448: Corporate Governance**

Course will cover the current state of corporate governance, the roles and responsibilities of shareholders, management, directors and other stakeholders and how corporate governance will evolve in the post global Financial Crisis world. MBA Students & JDMBA Students.

**Credits** 1.5

## **MBA 8449: International M&A**

Executives now lead in a "World is Flat" competitive environment. Course provides (i) a framework for understanding international M&A and strategic investing and (ii) expertise to serve as an effective business leader on such issues.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8450: Corporate Finance**

Tools and models used for making investment and financing decisions. Topics include valuation, risk and return, capital budgeting and cost of capital.

**Credits** 3

### **Prerequisites**

(MBA 8050 and MBA 8150) or [MBA 8151](#)

## **MBA 8451: Financial Statement Analysis**

Develop skills for valuation and corporate strategic, business and investment analysis using financial statement data. Application to business world, corporate finance/investment banking, private equity, portfolio and investment management, owning your business, senior corporate leadership including treasury and controller functions.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8452: Personal Finance**

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8453: International Financ'l Markets**

Global monetary system; balance of payments; foreign exchange markets; currency interest rates; credit derivatives and swaps; international financing; Euromarkets; and international portfolio management.

**Credits** 1.5

## **MBA 8454: Corporate Valuation & Financial Strategy**

This course offers a framework for measuring and managing firm value. It provides financial modeling tools to analyze and forecast firm performance, economic intuition to link a company's valuation to core performance drivers, and practical application of each topic.

**Credits** 1.5

### **Prerequisites**

MBA-8450

## **MBA 8455: Corporate Restructuring - Valuation Analysis**

Develop analytical tools for corporate restructuring activities, especially Mergers & Acquisitions. Includes estimating values of synergy and control, range of offer price, EPS dilution and accretion, comparable transaction and comparable firm approach, and introduction to leverage buyout analysis.

**Credits** 1.5

### **Prerequisites**

MBA-8450

## **MBA 8480: Investments**

Covers the fundamentals of security analysis and valuation with a focus on equity investments. Holistic approach - applies both top-down and bottom-up valuation methods and introduces industry analysis and portfolio management techniques. Applied in nature, emphasizing how to put valuation theory into practice.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8481: International Finance**

Corporations with activities that span multiple countries, also called multinational corporations (MNCs), face unique challenges and opportunities that purely domestic corporations do not face. In this course, students will learn the principles of international finance. This course adds an international dimension to the concepts previously learned in corporate finance. Students will be introduced to the historical and geographic environment of MNCs and financial institutions, the structure and operation of the foreign exchange markets, international monetary systems, international money and capital markets, derivatives markets, country risk evaluation, international portfolio diversification and international elements to project evaluation. This course will provide readings from the financial press.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8490: Independent Study - Finance**

**Credits** 3

## **MBA 8511: Leading Inclusively**

This course explores inclusive leadership, focusing on recognizing challenges, leveraging diversity as an advantage, and developing skills to manage diversity effectively, empowering you to become a more inclusive leader in your workplace and among peers.

**Credits** 1.5

## **MBA 8522: Talent Management**

Role of talent management in corporate strategy and success. Staffing, compensation, work design, performance measurement, individual and career development, safety,

**Credits** 1.5

## **MBA 8523: International Immersion**

**Credits** 3

## **MBA 8524: Total Quality Management**

Introduction to Total Quality Management Improvement philosophies, theories, and strategies as they apply to the business environment. Course will focus on application of improvement strategies to business problems faced by managers in public and private sectors.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8529: Management Topics Course**

**Credits** 1.5

## **MBA 8530: International Bus Management**

Provides overview of economic and cultural integration, trade problems, tariff barriers, and highlights the conflicts compromises between the executive policies & national objectives of various countries. Emphasis on the development of marketing strategies and the problems concerning overseas investment and financing.

**Credits** 3

## **MBA 8536: Challeng of Ldrshp in Glob Orgs**

Successful global organizations require leaders to be collaborative and empowering, and transform organizations into adaptive and inclusive environments. This course covers specific challenges of leading multicultural organizations to prepare future leaders to understand and negotiate the complexities of such environments.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8537: Intro to Data Mining**

Process of selecting, exploring, and modeling large amounts of data to uncover previously unknown patterns and gain insights. Several data mining techniques will be applied to large data sets from different business areas to support business decision making.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8538: Power and Politics**

Designed to fuel learning of concepts for understanding, analyzing, and navigating power dynamics in organizations; highlighting how your relations with organizational stakeholders and understanding the organizational context are crucial to navigating the political terrain of organizations successfully.

**Credits** 1.5

## **MBA 8539: Contemporary Topics in Mgmt**

This course explores the unique leadership challenges and organizational dynamics that arise during key stages of the business cycle - Startup, Growth, Turnaround, and Mergers & Acquisitions (M&A).

**Credits** 3

## **MBA 8541: Negotiation and Mediation**

Offered as a joint MBA and Law school elective, course is designed to develop advocacy skills for effective negotiation and mediation in transactional and dispute resolution contexts. Students will be required to review materials in negotiation and mediation theory and practice, and to participate in simulated exercises (both as parties and mediators) while confronting the practical, legal, and ethical dilemmas which often arise.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8543: Crisis Ldrshp: European Union**

Focus is on the unique challenges and opportunities that the European Union presents for business leaders. Will explore a broad range of issues, including the economic crises facing the EU; regulatory issues; the importance of SMEs as an economic growth engine; the goals of the Europe 2020 strategy; and the EU as a hub of global innovation, sustainability, and social responsibility.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8544: The Entrepreneurial Process**

Examines new venture life cycles from launch to maturity, as well as start up marketing, resources, team building and growth management issues.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8550: Team Leadership & Grp Dynamics**

Course focuses on the behavioral dimension of managerial action and decision making with emphasis on group dynamics and interpersonal relationships. It includes an exploration of personal style, team leadership competencies, motivation, influencing others, communication, diversity, high performance teams, and learning in a global environment.

**Credits** 1.5

## **MBA 8559: Advanced Topics in MIS**

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8560: Strategic Dec Make & Exe Teams**

This course helps students understand the human decision-making process in the context of strategic issues faced by the executive team. We will research actual executive teams making strategic decisions.

**Credits** 1.5

## **MBA 8561: Negotiations**

The purpose of this experiential course is to understand and practice negotiation in a broad spectrum of business interactions faced by managers, consultants and other professionals. It is intended to enhance student negotiation skills.

**Credits** 1.5

## **MBA 8564: Stratg Desgn Think & Implement**

This course focuses on the intersection between design thinking methodologies and opportunity-finding for strategy development. It covers theory and practice related to innovation, complexity, emergence and principles of systems thinking.

**Credits** 1.5

## **MBA 8565: Business Risk Management**

This course examines contemporary risk management frameworks, overviews common regulatory reporting requirements, and provides practical insights on effective business risk management to help students navigate today's dynamic marketplace.

**Credits** 1.5

## **MBA 8566: Risk-Taking and Antifragility**

This course explores how volatility can create opportunity, leveraging fat-tailed distributions to generate convex payoffs. Topics include optionality, convex rewards, and antifragility. While technical derivations aren't required, quantitative and probabilistic reasoning are essential for applying these concepts in business contexts.

**Credits** 1.5

## **MBA 8570: Intro to Data & Bus Analytics**

Provides an overview and framework for business analytics as it relates to decision making. Focus is on practical application of analytics to real-world business problems.

**Credits** 1.5

## **MBA 8571: Intro to R for Bus Analytics**

This course covers the fundamentals of the R programming language and software as a tool to drive business analytics processes. Students will learn how to leverage R's capabilities to solve real-world business problems.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8580: Intro to Business Analytics**

Provides an overview of business analytics process and techniques; data visualization, mining, optimization, simulation. Exposure to a variety of business problems in analytics (marketing, finance, operations). Students learn to model & analyze complex business decisions with various tools to improve decision making across business functions.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#) and [MBA 8350](#)

## **MBA 8582: Analytical Meth for Data Mng**

Data mining: the process of selecting, exploring & modeling large amounts of data to uncover patterns & gain insights. Students will learn how/when to use various mining techniques & use findings to support business decisions. Topics: logistic, regression, decision tree & neural networks.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8583: Decision Analytics & AI**

Comprehensive application of data mining, decision modeling, and generative AI in business analytics, incorporating data management and advanced tools, Builds on foundational skills to model and solve complex business problems across functions in the context of recent innovation in AI.

**Credits** 3

### **Prerequisites**

[MBA 8570](#)

## **MBA 8584: Pharmaceutical Analytics**

This course is designed to describe and teach, at a high level, the main analytical methodologies used in the new drug development and commercialization process as practiced by pharmaceutical manufacturers and biotech companies. These methodologies are designed to inform and execute the commercial development of new drug products and identify target product profile (TPP) elements of new products. Estimation and forecasting of market potential will include: Impact of competition, accounting for market barriers and drivers, commercial execution of new product launch, audience segmentation and targeting, deployment of resources, execution and launch tracking, and how to make necessary adjustments throughout the process.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8590: Independent Study - Management**

**Credits** 3

## **MBA 8631: Exec Level Selling C-Suite**

Learn to sell at the executive level with targeted strategies, simulations, and case studies. Build skills to beyond mid-level selling and engage effectively with senior leaders across organizations.

**Credits** 1.5

## **MBA 8632: Cons Psy Optimal Bus Solutions**

Students will become "subject matter experts" on topics that impacts their professional lives. The format will be research-based and result in a detailed "full-immersion" presentation and consultancy exercise that demonstrates marketing and consumer behavior concepts combined with an analysis of a personal, corporate or agency strategic issue of interest to the students. Students will be exposed to in-class consultancy situations from corporate and governmental leaders and will analyze a business problem, provide a framework for analysis and qualified recommendations for action.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8633: Marketing Perf. & Data Strategy**

This course equips students with analytical frameworks & tools to turn marketing data into actionable insights that influence consumer behavior, drive results, and align decisions. Through real-world case studies, it explores data strategy, brand benchmarking, storytelling, performance measurement, and artificial intelligence.

**Credits** 1.5

### **Prerequisites**

[MBA 8650](#)

## **MBA 8643: Mgmt & Mkt of Services-Part I**

Analysis of unique challenges of marketing services compared to products; introduction to the expanded marketing mix (7 P's) and the Gaps Model of Service Quality; apply knowledge through case analysis.

**Credits** 1.5

## **MBA 8644: Mgmt & Mkt of Services-Part II**

Builds on material from Services I, further exploring the Gaps Model of Service Quality. Major topics include communications and roles of employees and customers in service delivery. Case analysis will make the material relevant and topical.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8649: TOPICS: Marketing**

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8650: Strategic Marketing Mgmt.**

Course focuses on the development, implementation and control of strategic marketing management decisions in complex environments designed to accomplish an organization's objectives. Theory and practice are utilized to develop integrated corporate strategies and detailed programs.

**Credits** 3

## **MBA 8651: Brand Management**

Strategic approach to brand asset management in modern business entities; building and managing brands; understanding brand equity, how brands aid in segmentation, differentiation and positioning; frameworks for understanding brand strategy decisions, a brand's strengths, weaknesses and challenges; high-involvement class.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8653: Global Strategy for Mkt. Entry**

Political, legal, economic, financial, social and cultural issues in successful conduct of global business; focus on market entry (how, timing); review organizational structure, leadership, labor relations, human resource considerations; develop marketing strategy to plan, organize, and implement foreign market entry.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8658: Topics: Marketing**

Marketing topics course.

**Credits** 3

## **MBA 8680: Bldg Brands via Promo**

Explores: the importance of branding to business, consumers, & society; the brand value chain as framework for analyzing the impact of marketing expenditures on the bottom line; brand equity & techniques for measurement; how advertising & promotion enhance the brand building process.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8681: Digital Mktng & Social Media**

Examines how marketers can utilize emerging media (online, social, mobile) to promote customer engagement, enhance their traditional marketing mix, measure effectiveness of marketing efforts. The goal is to provide theoretical understanding of the internet marketplace.

**Credits** 1.5

## **MBA 8683: Marketing Research Tools**

Provides students with research and managerial perspectives in the application of marketing research tools. Hands-on approach allows students to learn how to construct qualitative and quantitative marketing research tools to understand concepts that range from brand affinity to consumer experience.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8684: Global Marketing**

This course explores the strategic and tactical elements of international marketing, emphasizing market evaluation, strategy coordination, and cultural influences. Key topics include marketing principles, current trends, and the complexities of operating in multinational environments to enhance firm success.

**Credits** 3

## **MBA 8690: Independent Study - Marketing**

**Credits** 3

## **MBA 8710: Info Tech as Strategic Lever**

Advances in IT provide an opportunity for business to leverage technology to rethink organizational strategy, structure, and process. Course provides an understanding of technology, organizational environment, and its effect on society.

**Credits** 1.5

## **MBA 8720: Ethical Business Practices**

Ethical responsibilities of managers and corporations. Plausible frameworks for dealing with ethical dilemmas. Common patterns of success and failure in managing ethical conflicts. Critical evaluation of managerial and corporate ethics.

**Credits** 1.5

## **MBA 8730: Mgmt. for Innov. & Creativity**

Study innovation processes at organizational system level. Develops students' awareness and confidence to innovate. Value of creativity tools and techniques for individual and group innovation. Students develop their own preferred creativity processes and apply to individual and group challenges.

**Credits** 1.5

## **MBA 8740: Global Political Economy**

International trade and production, global division of labor, environmental change, political economy governance, exchange rate implications, and consequences of globalization and production. International relations and organizations governing countries' trade relations.

**Credits** 1.5

## **MBA 8800: Commercial Real Estate Invest.**

An overview of commercial real estate investment. Emphasis is on life cycle from acquisition through disposition using analytical and practical tools. Topics include market analysis, valuation, deal structuring, commercial leases, financing, investment management, marketing and careers in real estate.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8823: RE Securities & Capital Mkts**

Course will focus on public equity and debt markets related to real estate. Specific items to be discussed include: public equity markets (REITS), the mortgage back security markets, and hedge fund real estate strategies. Recommended prerequisite - Commercial Real Estate Investments.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8825: Emerging Trends in RE**

This class will explore current trends in real estate development, their roots, how they ultimately affected the built environment and early trends that could impact future development.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8826: Main Street Renewal**

Towns across America once revolved around cities, people shopped, worked, relaxed and worshipped. Municipal governments are seeking ways to rejuvenate these main streets. This course analyzes the future of small town USA changing in a vibrant and prosperous economic resurgence.

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8827: Sustainable RE Development**

This course reflects on the principles and processes of development including land acquisition, legal, zoning, planning and approvals. An in-depth study of the sustainable development of offices, mixed use communities, residential and renovation projects. Emphasis is on understanding and evaluating through case studies the design, architecture, sustainability and financial analysis of real estate development.

**Credits** 3

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8829: Contemp. Topics in Real Estate**

**Credits** 1.5

### **Prerequisites**

[MBA 8450](#) and [MBA 8650](#)

## **MBA 8910: Soc. Enterp. Consulting Prac.**

This course is designed to give MBA students the opportunity to develop their professional skill set with a client firm that is serving the common good within the greater Philadelphia community. The focus is on strategic market management using a systems perspective within our Catholic and Augustinian tradition of supporting advancement of human dignity.

**Credits** 3

### **Prerequisites**

[MBA 8100](#) and [MBA 8450](#) and [MBA 8550](#) and [MBA 8650](#)

## **MBA 8920: Global Practicum**

Global project in which student will incorporate all knowledge gained in the MBA program. Can be part of a global immersion or done domestically.

**Credits** 1.5

## **MBA 8930: Global Strategic Management**

Strategic decision-making from the executive perspective, with emphasis on learning to formulate, implement, and control the strategic direction of a stakeholder-responsive organization within competitive markets and a global economy.

**Credits** 3

### **Prerequisites**

[MBA 8910](#) :Y

## **MBA 9000: Graduate Business Practicum**

A required course so that international students can be employed while in the U.S. on a F1 Student Visa. Students will enroll in this course while simultaneously working in an organization where their graduate business skills will be utilized. Required for curricular practical training (CPT).

**Credits** 1

## **MSA 8100: Intro to Business Analytics**

Provides an overview of the business analytics process and important analytic techniques; data visualization, data mining, optimization, and simulation. Exposes students to a variety of business problems in analytics (marketing, finance, operations). Throughout the course, students will learn to model and analyze complex business decisions with various tools on spreadsheets to improve decision making across business functions.

**Credits** 3

## **MSA 8105: Programming with AI**

Learn R and Python as programming languages assisted by AI, with emphasis on applications in business. Students will learn fundamentals of both languages and will be exposed to cutting edge packages and libraries to execute analytic tasks.

**Credits** 3

## **MSA 8110: Data Models & Struct Analysis**

Covers the concepts and techniques used to analyze and report structured data. Students will learn tools and methods for understanding the data models supporting various business processes and for analyzing data from structured databases.

**Credits** 3

### **Prerequisites**

[MSA 8100](#) :Y

## **MSA 8200: Independ Study/Special Topics**

This course is a 1 time course for 1 specific study.

**Credits** 1.5

## **MSA 8220: Analytical Meth for Data Mng**

The objective of this course is teaching students how to use various mining data techniques. Topics include logistic regression, decision tree networks, and neural networks. Student will mine datasets from various business areas and use their findings to support decision-making.

**Credits** 3

### **Prerequisites**

[MSA-8105](#)

## **MSA 8225: LLMs and Text Analytics**

This course teaches text analytics and how to transform unstructured text into useful information. Students learn the advantages and limitations of traditional text analytics, natural language processing, and AI large language models (LLM).

**Credits** 3

### **Prerequisites**

[MSA 8220](#) :Y

## **MSA 8240: Business Intelligence**

This course provides students a chance to dive into critical optimization, probability, and simulation modeling techniques useful in today's business environment. Students will learn to model and analyze complex business decisions with various tools to improve decision-making across business functions.

**Credits** 3

### **Prerequisites**

[MSA 8105](#) and [MSA 8110](#)

## **MSA 8250: Decision Analytics & AI**

This course applies predictive data mining, optimization, and simulation to business problems, building on MSA 8100. Students use advanced tools to model and improve decision-making in marketing, finance, and operations.

**Credits** 3

### **Prerequisites**

[MSA 8100](#) and [MSA 8105](#)

## **MSA 8260: Machine Lrng & AI App wPython**

This course covers the use of machine learning algorithms in business decision making and the potential drawbacks and ethical challenges. A particular focus will be on preprocessing, coding and evaluation methodologies for deep learning.

**Credits** 3

### **Prerequisites**

[MSA-8105](#) and [MSA-8115](#)

## **MSA 8310: Advanced Business Applications**

This course focuses on advanced applications in business. Case discussion will be used to expose students to diverse applications of analytics in organizations. Assignments include case discussion, problem solving, projects to further students' knowledge and skills.

**Credits** 3

### **Prerequisites**

[MSA 8240](#) and [MSA 8260](#)

## **MSA 8350: Analytics Practicum**

In this capstone course, students will implement concepts and skills learned throughout the program to navigate the process of working with an organization on a business project. Lectures and assignments will help students obtain skills needed to support their client

**Credits** 3

### **Prerequisites**

[MSA 8220](#) and [MSA 8240](#)

## **MSCM 8510: Leadership/Ethics/CST**

Villanova's Leadership Challenge; behavioral dimension of managerial action and decision making; ethical responsibilities of managers; making the connection between one's faith and one's job; theology of administration; role of the laity; Catholic Social Thought.

**Credits** 6

## **MSCM 8520: Civil and Church Law**

Civil law issues (e.g., labor law, liability law, contract law); Church law, including Catholic Church canon law and a variety of other denominational legal documents.

**Credits** 3

## **MSCM 8530: Church Communications**

Systematic and analytic study of Communication process for churches and religious institutions; understanding identification and connection with both existing Church members as well as unaffiliated community members; framework to evaluate, describe, and design communication activities; decision-oriented overview of communication management.

**Credits** 3

## **MSCM 8610: Stewardship and Development**

Presenting the stewardship message; factors affecting individuals' decision to contribute time or money to their church; volunteer recruitment, training, performance appraisal, and retention.

**Credits** 3

## **MSCM 8615: Financial Reporting**

Financial and managerial accounting; understanding financial statements; controls over accounting and financial reporting processes; budgeting, performance measurement, and relevant cost analysis.

**Credits** 3

## **MSCM 8620: Human Resource Management**

Roles and functions within the structure of the organization employee compensation and benefits; developing job descriptions; establishing performance goals; evaluating and rewarding performance; employee recruitment and training; background checks; human resource policies regarding grievances and appeals.

**Credits** 3

## **MSCM 8625: Organizational Management**

Parish as a system; group processes; organizational processes; shared problem solving and decision-making; change management; team building; conflict management; utilizing advisory councils; roles of communication and social skills; conducting meetings; communication networks.

**Credits** 3

## **MSCM 8630: Information Technology**

Spreadsheets and databases; information ethics and security; managing information technology; information systems development; managing IT-related organizational change; use of local area networks; evaluating computer hardware and software; creating and maintaining web sites.

**Credits** 3

## **MSCM 8635: Church Teaching and Belief**

Ecclesiology; Scripture; Church documents; liturgy and sacraments; Christology; ecumenism/inter-faith relations.

**Credits** 3

## **MSCM 8640: Security Mgmt. for Churches**

Security, loss prevention and threat management for safeguarding people, property and assets; proactive loss prevention methods for loss issues such as protecting finances; why and how people steal and embezzle; threat assessment, workplace violence prevention; physical security protection.

**Credits** 3

## **MSCM 8650: Pastoral Strategic Planning**

Identifying complex problems; organizing, structuring, analyzing pertinent information; formulating and evaluating alternative actions and prescribing specific programs; vision and mission statements; goals and objectives; appreciative inquiry; program and project planning.

**Credits** 3

## **MSCM 8660: Contemporary Topics**

Application of themes developed in curriculum to analyze contemporary management issues faced by churches.

**Credits** 3

## **MSCM 8670: Ind. Study in Church Mgmt.**

Students with specific interests work on a tutorial basis with faculty. A Graduate Business independent Research Proposal form must be approved by the directing faculty member and the MSCM faculty director prior to registration.

**Credits** 3

## **MSF 1000: Corp Fin Boot Camp**

Corp Finance Book Camp

## **MSF 8000: MSF Orientation**

This course provides an introduction to the Masters of Science in Finance Program and the necessary knowledge and skills required to successfully matriculate the Program.

## **MSF 8200: Negotiations**

This brief course is designed to help you better understand the theory, processes, and practice of negotiation and conflict resolution. Afterwards, you should be a more effective negotiator and problem-solver in a wide variety of situations.

**Credits** 1

## **MSF 8360: Independent Study - Finance**

**Credits** 3

## **MSF 8600: Foundations of Finance**

Tools of financial decision-making including time value of money, bond and equity valuation, risk and return, asset pricing, capital budgeting, financing decisions and cost of capital, and dividend policy.

**Credits** 3

## **MSF 8603: Valuation**

Focus is major valuation models and techniques used to determine intrinsic and relative values of business entities and assets. Emphasizes application of models and techniques to real world situations. Pre-requisite: FIN 1113 or equivalent.

**Credits** 3

## **MSF 8610: Financial Institutions**

An advanced, graduate-level course surveying the key topics relevant to financial institutions and the process of intermediation through a risk management lens. Students will apply the theories learned in this course to numerous problems facing today's financial institutions and markets.

**Credits** 3

### **Prerequisites**

MSF 8510 and MSF 8605

## **MSF 8611: Financial Markets**

Liquidity, market structure, and trading in financial markets; alternative market structures and their economic and operational underpinning; tactical trading decisions within different market structures using simulation software and real-time data.

**Credits** 3

## **MSF 8612: Investments**

Introduction to fixed income markets and securities. Techniques of valuation, interest rate determination and modeling, interest rate risk management, and bond portfolio management and strategies. Restricted to MSF Students.

**Credits** 3

### **Prerequisites**

[MSF 8610](#) and [MSF 8615](#) and [MSF 8620](#) and [MSF 8640](#)

## **MSF 8615: Derivatives**

A comprehensive introduction to the markets for options, forwards, futures, swaps, and other related derivative instruments. The course is designed to develop an understanding of how derivatives markets operate, how derivatives are priced, and how they are used.

**Credits** 3

### **Prerequisites**

MSF 8510 and MSF 8605

## **MSF 8620: Advanced Corporate Finance**

A survey course in corporate finance with applications to investment banking. It develops an understanding of fundamental concepts and theories in finance and applies them to a wide range of practical business problems including those related to the financial services industry.

**Credits** 3

### **Prerequisites**

MSF 8520 and [MSF 8610](#) and [MSF 8640](#) and [MSF 8615](#)

## **MSF 8626: Alternative Investments**

**Credits** 3

### **Prerequisites**

[MSF 8603](#) and MSF 8605 and [MSF 8610](#) and [MSF 8615](#) and [MSF 8620](#) and [MSF 8632](#) and [MSF 8640](#)

## **MSF 8632: Fund. of Financial Statements**

The objective of the course is to help students understand and critically analyze the primary financial statements of a firm. This includes understanding the interrelationships between the three main financial statements and key financial ratios that can be obtained from them. Provides a basic understanding of accounting transactions; and an understanding of critical accounting concepts. Provides familiarity with 10-K statements including footnote disclosuresb.

**Credits** 3

### **Corequisites**

[MSF 8603](#), MSF 8605

## **MSF 8640: Portfolio Theory & Applic.**

A hands-on class where students manage real-dollar portfolios using various investment styles. Graduate students provide the operational management of the funds while undergraduates are the analysts. All students are members of the investment committee that makes all investment decisions. Each fund must be managed in compliance with its investment policy statement. Open to qualified MBA students who have met the following prerequisites: MBA 8401 and MBA 8410 with a grade of B+ or higher earned in both courses.

**Credits** 3

### **Prerequisites**

MSF 8510 and MSF 8605

## **MSF 8641: Portfolio Theory & Applic. II**

A hands-on class where students manage real-dollar portfolios using various investment styles. Graduate students provide the operational management of the funds while undergraduates are the analysts. All students are members of the investment committee that makes all investment decisions. Each fund must be managed in compliance with its investment policy statement. Restricted to MSF Students.

**Credits** 3

### **Prerequisites**

[MSF 8620](#) and [MSF 8610](#) and [MSF 8640](#) and [MSF 8615](#)

### **Corequisites**

[MSF 8612](#), MSF 8625, MSF 8630

## **MSF 8645: Coding Applications for FIN I**

Examination of contemporary issues and topics which relate to development in the field of finance. Topics vary from semester to semester and will be announced prior to registration. Pre-requisites vary depending on topic offered

**Credits** 1

## **MSF 8646: Special Topics in Finance**

This course examines contemporary issues and topics of current importance and interest to the field of finance. Examples include Alternative investments, International Finance, as well as other important subject areas in finance. Topics will be announced prior to registration.

**Credits** 3

### **Prerequisites**

[MSF 8603](#) and MS 8605 and [MSF 8610](#) and [MSF 8615](#) and [MSF 8620](#) and [MSF 8632](#) and [MSF 8640](#)

## **MSF 8647: Coding Applications for FIN 2**

Examination of contemporary issues and topics which relate to development in the field of finance. Topics vary from semester to semester and will be announced prior to registration. Prerequisites vary depending on topic offered.

**Credits** 1

## **MSF 8650: Prof. Development Program I**

Topics cover the many facets of the process of career decision-making and goal-setting process, and adopt the positive understanding that career planning is a lifelong process; students gain knowledge of how to articulate skills and talents in a way that employers value.

**Credits** 0.5

## **MSF 8651: Prof. Development Program II**

Topics cover the many facets of the process of career decision-making and goal-setting process, and adopt the positive understanding that career planning is a lifelong process; students gain knowledge of how to articulate skills and talents in a way that employers value.

**Credits** 0.5

## **MSF 8660: MSF International Immersion**

Global project, focusing on international finance, in which student will incorporate a variety of knowledge gained in the MSF program. Immersion may be international or domestic.

**Credits** 1.5

## **MSF 9000: Thesis**

Student will explore the Black-Schole option pricing model to generate market estimates of a stock's volatility. This implied volatility will be used to forecast future volatility in the stock returns.

**Credits** 6

### **Prerequisites**

[MSF 8640](#) and [MSF 8615](#) and [MSF 8610](#) and MSF 8520 and [MSF 8641](#) and MSF 8630 and MSF 8625 and [MSF 8620](#)