

# BUSINESS SYSTEMS AND ANALYTICS, BSBA/MBA (4 YEAR)

## Program Description

The 4-Year BS/MBA in Business Systems & Analytics is an accelerated, integrated degree program designed for high-achieving students who seek to combine advanced analytical, technical, and managerial skills with the strategic perspective of an MBA. Through a carefully structured curriculum, students complete both the Bachelor of Science in Business Systems & Analytics and the Master of Business Administration within four years.

Students in the program gain a strong foundation in data analysis, business systems, and technology-enabled decision-making, while also developing the leadership, communication, and strategic thinking skills emphasized in the MBA. The integrated structure allows qualified undergraduates to begin graduate-level coursework during their undergraduate years, reducing the total time and cost required to earn both degrees.

Graduates of the program are prepared for careers in data analytics, business intelligence, operations analysis, consulting, and related fields across a wide range of industries, including healthcare, finance, technology, professional services, and government. The accelerated BS/MBA pathway also positions students for continued professional growth by providing early access to graduate credentials increasingly valued by employers.

## Degree Earned

B.S.B.A. and MBA

**Credit Requirements:** 120 undergraduate credits plus 34 graduate credits.

## CORE COURSES

- MTH 114 (4 Credits)
- CSC 155 (3 Credits)
- BUS 150 (3 Credits)
- ECN 150 (3 Credits)

## UNDERGRADUATE BUSINESS CORE COURSES

- ECN 201 (3 Credits)
- BUS 100 (4 Credits)
- BUS 101 (3 Credits)
- BUS 102 (3 Credits)
- BUS 200 (3 Credits)
- BUS 202 (3 Credits)
- BUS 203 (3 Credits)
- BUS 204 (3 Credits)
- BUS 205 (3 Credits)
- BUS 206 (3 Credits)
- BUS 208 (3 Credits)
- BUS 300 (3 Credits)
- BUS 303 (3 Credits)
- BUS 304 (3 Credits)

## UNDERGRADUATE MAJOR-SPECIFIC COURSES

- BSA 302 (3 Credits)
- BSA 410 (3 Credits)
- BSA 420 (3 Credits)
- BSA 480 (3 Credits)

## STUDENTS SELECT ONE OF THE FOLLOWING BSA MAJOR ELECTIVE COURSES

- BSA 305 (3 Credits)
- BSA 385 (3 Credits)
- BSA 400 (3 Credits)
- BSA 405 (3 Credits)

## GRADUATE BUSINESS (MBA) CORE COURSES

- MBA 592 (1 Credit)
- MBA 690 (3 Credits)
- MBA 691 (3 Credits)
- MBA 692 (3 Credits)
- MBA 810/811 (3 Credits)
- MBA 820 (3 Credits)
- MBA 830 (3 Credits)
- MBA 840 (3 Credits)
- MBA 902 (3 Credits)

## GRADUATE BUSINESS (MBA) SPECIALIZATION COURSES (9 CREDITS)

- Students select three 700-level classes (9 credits) from an approved list of specialization-specific course offerings.

## PLUS ADDITIONAL UNIVERSITY REQUIREMENTS AND ELECTIVES

**Note:** Students of this program are waived from MBA 693: Business Analytics for Informed and Effective Decision Making due to their BSA undergraduate curriculum.

## Student Learning Outcomes

- Apply statistical, econometric, and data mining methods to analyze business data and generate evidence-based insights.
- Design and manage business data systems, including databases, data warehouses, and business intelligence architectures.
- Develop and evaluate predictive and prescriptive analytics models for business problems.
- Integrate analytics outputs into managerial, financial, and strategic decision processes.
- Communicate analytical findings clearly and persuasively to business audiences.
- Apply ethical, legal, and socially responsible frameworks to analytics.
- Demonstrate leadership and teamwork in data-driven contexts.
- Design and implement an end-to-end analytics-based business solution.

## Progress Chart

12 courses and 2 modules required.

## Major Requirements

Major requirements include 4 Level Two ILO requirements, *fulfilled through the major*.

Students in this major must complete **40** courses in total in order to graduate. **20** courses will be from this major program.

| Code                                                                                                                                                                                                    | Title                                                         | Credits |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------|
| <b>Level One - Core Courses</b>                                                                                                                                                                         |                                                               |         |
| <i>Universal Required Courses</i>                                                                                                                                                                       |                                                               |         |
| Students must complete the following 4 courses.                                                                                                                                                         |                                                               |         |
| ILO 8.1: Written Communication ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                          |                                                               |         |
| ENG 110                                                                                                                                                                                                 | College Writing I: Persuasion                                 | 3       |
| ILO 5.1: Information Literacy ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                           |                                                               |         |
| ENG 210                                                                                                                                                                                                 | College Writing II: Research                                  | 3       |
| ILO 1.1: Understanding Diverse Perspectives ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                             |                                                               |         |
| FYS 130                                                                                                                                                                                                 | First-Year Academic Seminar <sup>1</sup>                      | 3       |
| ILO 2.1: Reflective Thinking and Valuing ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                |                                                               |         |
| REL 100                                                                                                                                                                                                 | Religion Matters                                              | 3       |
| <i>Elective Core Courses</i>                                                                                                                                                                            |                                                               |         |
| Students must complete 1 course in each of the following 4 ILOs.                                                                                                                                        |                                                               |         |
| ILO 3.1a: Scientific Reasoning ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                          |                                                               |         |
| Choose course within ILO ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                                |                                                               |         |
| ILO 3.1b: Quantitative Reasoning ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                        |                                                               |         |
| MTH 114                                                                                                                                                                                                 | Applied Business Calculus                                     | 4       |
| ILO 6.1: Technological Competency ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                       |                                                               |         |
| CSC 155                                                                                                                                                                                                 | Introduction to Computer Applications for Business            | 3       |
| ILO 8.1a/12.1: Oral Communication/Collaborative Engagement ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                              |                                                               |         |
| BUS 150                                                                                                                                                                                                 | Presentation and Collaboration Skills for Business            | 3       |
| <i>Distinct Discipline Core Courses</i>                                                                                                                                                                 |                                                               |         |
| Students must complete 1 course in each of the following 4 ILOs. Each course must be from a different discipline. (A "discipline" is represented by the 3- or 4-letter prefix attached to each course.) |                                                               |         |
| ILO 4.1: Critical Analysis and Reasoning ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                |                                                               |         |
| ECN 150                                                                                                                                                                                                 | Introductory Macroeconomics: The U.S. in the Global Economy I | 3       |
| ILO 9.1: Creative and Artistic Expression ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                               |                                                               |         |
| Choose course within ILO ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                                |                                                               |         |
| ILO 10.1: Ethical Understanding and Reasoning ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                           |                                                               |         |
| Choose course within ILO ( <a href="https://catalog.lasalle.edu/undergraduate/ilo/">https://catalog.lasalle.edu/undergraduate/ilo/</a> )                                                                |                                                               |         |

ILO 11.1: Cultural and Global Awareness and Sensitivity (<https://catalog.lasalle.edu/undergraduate/ilo/>)

Choose course within ILO (<https://catalog.lasalle.edu/undergraduate/ilo/>)

### *Universal Required Modules* <sup>2</sup>

ILO 7.1a (<https://catalog.lasalle.edu/undergraduate/ilo/>)

Health Literacy Module

ILO 7.1b (<https://catalog.lasalle.edu/undergraduate/ilo/>)

Financial Literacy Module

### **Major Requirements**

#### *Level Two*

Students must complete 1 course/learning experience in each of the 4 commitments.

ILO 2.2: Broader Identity (Capstone Course/Experience) (<https://catalog.lasalle.edu/undergraduate/ilo/>)

BUS 400 Business Strategy (ILO 2.2) 3

Select one ILO from 3.2a, 3.2b, 4.2, 5.2, 6.2, 7.2a, or 7.2b: Expanded Literacies (<https://catalog.lasalle.edu/undergraduate/ilo/>)

BUS 304 Prescriptive Analytics (ILO 6.2) 3

ILO 8.2b: Effective Expression (Writing-Intensive Course) (<https://catalog.lasalle.edu/undergraduate/ilo/>)

BUS 203 Organizational Behavior and Skill Development 3

Select one ILO from 10.2, 11.2, or 12.2: Active Responsibility (<https://catalog.lasalle.edu/undergraduate/ilo/>)

BUS 303 Legal and Ethical Environment of Business (ILO 10.2) 3

#### *All Other Required Courses*

#### Business Core: <sup>3</sup>

BUS 100 Business Perspectives 4

BUS 101 Introduction to Financial Accounting 3

BUS 102 Accounting for Financial and Managerial Decision-Making 3

BUS 200 Business Professionalism and Career Preparation 3

BUS 202 Descriptive and Predictive Analytics 3

BUS 203 Organizational Behavior and Skill Development 3

BUS 204 Principles of Marketing with Applications 3

BUS 205 Business Systems for Analytics 3

BUS 206 Financial Markets and Institutions: Principles and Applications 3

BUS 208 Fundamentals of Financial Management 2-3

BUS 303 Legal and Ethical Environment of Business 3

BUS 304 Prescriptive Analytics 3

BUS 400 Business Strategy 3

ECN 201 Introductory Microeconomics: Business Firm and Market Analysis I 3

Select one of the following International Business Course/Experience: 3

ECN 331 International Economics

ECN 333 Ecn of International Business

ECN 335 International Trade and Trade Wars

BUS 300 International Business

MKT 305 International Marketing

FIN 403 International Finance

MGT 356 Managing in The Global Economy

| Discipline Specific:         |                                                   |   |
|------------------------------|---------------------------------------------------|---|
| BSA 302                      | Applied Regression Modeling and Visualization     | 3 |
| BSA 410                      | Systems Analysis and Database Design              | 3 |
| BSA 420                      | Data Warehousing and Data Mining in Business      | 3 |
| BSA 480                      | Business Systems and Analytics Capstone           | 3 |
| Select one of the following: |                                                   | 3 |
| BSA 305                      | Sports Analytics                                  |   |
| BSA 385                      | Business Intelligence and Knowledge Management    |   |
| BSA 400                      | Business Applications Programming                 |   |
| BSA 405                      | Emerging Trends in Business Systems and Analytics |   |

#### Free Electives

In addition to the requirements listed above, students must take enough courses to the fulfill graduation credit requirements for their School and major.

**Total Credits** **97-98**

## Recommended Course Sequence

Model rosters should be followed for course sequencing.

Courses Required for Graduation

### CORE COURSES

#### MTH 114 Applied Business Calculus

An introduction to mathematical modeling and single-variable differential calculus with an emphasis on data analysis and applications to business and economics. Topics include modeling data using polynomial, exponential, and logarithmic functions; rates of change; derivative rules, including the Product Rule and Chain Rule; applications of derivatives. Applications include compound interest; revenue, cost, profit, average cost; break-even analysis; elasticity of demand; marginal cost; optimization; concavity and inflection points. A TI graphing calculator is required. Prerequisite(s): MTH 101 or a Mathematics Placement of 102M

#### CSC 155 Introduction to Computer Applications for Business

This course addresses effective analysis, design, and presentation of information for business, including advanced word processing, presentation graphics, spreadsheets, and databases, with emphasis on analysis. Topics include formulas, functions, charting, sorting, filtering, pivot tables, what-if analysis, database queries and reports, and business-specific library databases. Restriction(s): Credit will be given for only one of CSC 151, 152, 154, and 155.

#### BUS 150 Presentation and Collaboration Skills for Business

Focuses on the skills needed to link oral communication with the ability to work effectively in the current organizational environment. This course is based on the understanding that content and effective presentation of material are equally important in the understanding of communication. Active participation through oral presentations on current business topics is required. Students will make use of computer-based presentation technology.

#### ECN 150 Introductory Macroeconomics: The U.S. in the Global Economy I

After introducing students to the what and how of economic thinking, the course explores the causes of national economic prosperity and economic problems such as unemployment and inflation. It also discusses the role of fiscal and monetary policies, economic growth, and international economic relations among the U.S. and other countries.

### UNDERGRADUATE BUSINESS CORE COURSES

#### ECN 201 Introductory Microeconomics: Business Firm and Market Analysis I

This course explores many issues pertaining to the operation of businesses and the markets in which they operate. Among these are the behavior of consumers, the determinants of prices and production levels, and the efficiency of market outcomes. As time allows, the course applies economic thinking to issues like economic inequality, environmental concerns, international trade, and firms with monopoly power. Prerequisite(s): ECN 150

#### BUS 100 Business Perspectives

An integrative freshmen course that addresses business processes at an introductory level by examining key business areas through the preparation of a business plan. Students gain an appreciation for how each part of a business functions on its own and how business processes interact with each other. The course culminates in our signature Bankers Day event in which each team presents their final business plan to a panel of business executives for evaluation. The course emphasizes cross-disciplinary experiential learning, group dynamics, and personal interaction with faculty, business professionals and entrepreneurs in a small-class environment. Students are introduced to team-building, entrepreneurship, and business plans at the beginning of their academic program in order to build and develop their skills over the next three years. Students should take this course as early on as possible. Generally the course is not open to seniors.

#### BUS 101 Introduction to Financial Accounting

The course introduces financial reporting by focusing on the fundamental principles of recording business transactions with emphasis on the presentation and interpretation of corporate financial information. Topics include an overview of financial reporting and the accounting cycle, as well as, accounting and reporting of operating, investing and financing activities of a business. Assignments employ both Excel and SAP.

#### BUS 102 Accounting for Financial and Managerial Decision-Making

An introduction to the fundamentals of managerial accounting with a special emphasis on using accounting information in decision making. Topics covered include corporate capital stock structure, planning and control systems, cost management systems, pricing decisions, and capital expenditure decisions. Assignments employ Excel. Prerequisite(s): BUS 101, CSC 155 and MTH 114 (CSC 155 and/or MTH 114 can be taken concurrently)

#### BUS 200 Business Professionalism and Career Preparation

The course will focus on critical professional development skills to enable students to connect their education to experiential learning opportunities and post-graduation goals. Students will become aware of industry trends relating to job opportunities, current job search techniques, personal branding strategies, the value of developing a well-connected network, and how to deliver flawless documents to targeted organizations. The course will combine the theories on professional development with real-life applications through assignments and participation in professional events to allow students to see themselves as a professional, rather than just a student. At the end of the course, students will understand the importance of demonstrating these professional skills throughout their collegiate experience (e.g. dressing professionally for presentations, developing quality resumes and cover letters, networking with alumni and guests, etc.) Restriction(s): Sophomore standing

**BUS 202 Descriptive and Predictive Analytics**

This course explains what happened and what will happen in business organizations using basic statistical methods relevant to descriptive and predictive analytics. The availability of massive amounts of data and technologies to process these data enables business organizations to use analytical approaches to decision-making. Descriptive analytics is the use of data to find out what has happened in the past or is currently happening; statistical techniques include descriptive statistics and visualization. Predictive analytics is the use of data to find out what could happen in the future; statistical techniques include regression analysis. This course will cover these techniques, descriptive statistics, visualization, and regression analysis, with emphasis on problem-solving and decision-making. This course will also cover probability, probability distributions, and statistical inference. Students will perform data analysis using statistical software packages. Prerequisite(s): MTH 114; CSC course recommended as a pre-requisite but may be taken concurrently

**BUS 203 Organizational Behavior and Skill Development**

This course examines the behavior of individuals and groups in organizations, with the goal of understanding performance in the new workplace. It is designed to enhance the career potential of people with management and team leadership responsibilities in all areas of business. Topics include: motivation, theories and practice of leadership, individual and group decision making, conflict resolution, communication, international aspects of organizational behavior, perception, individuality, working in groups and teams, and ethical issues of organizational life. The course also emphasizes interactive and experiential learning to demonstrate the issues of organizational behavior. Through active participation, students will develop skills in leadership, communication, negotiation, teamwork, and group decision making. Career awareness and skill assessment will be done through brief lectures, personal inventories, and career planning experiences. Prerequisite(s): ENG 110, or HON 111, or ENG 111 and sophomore standing

**BUS 204 Principles of Marketing with Applications**

An overview of marketing concepts and principles applicable to business and other organizations. These include: factors influencing the marketing environment and buyer behavior; market segmentation and targeting; product development, pricing, promotion and distribution to satisfy the needs of selected target markets. Approximately one-third of the course is dedicated to planning and to applying marketing-based concepts to profit and non-profit enterprise situations.

**BUS 205 Business Systems for Analytics**

This course introduces the foundations and applications of artificial intelligence (AI) in modern business systems. It emphasizes hands-on applications of AI tools to solve real business problems across accounting, marketing, operations, finance, and supply chain management. Topics include AI-enabled decision support systems, machine learning applications, generative AI tools, process automation, and data-driven decision making. Students will design, implement, and evaluate AI-driven solutions while considering ethical and managerial implications. Prerequisite(s): CSC 155 or CSC 240

**BUS 206 Financial Markets and Institutions: Principles and Applications**

An introduction to the basics of institutional finance. Financial instruments are generated and traded by participants in financial markets with financial intermediaries facilitating the process. Concepts, terminology, and current practices in each of these areas are examined, along with the impact they have on the economy. Students work on "mini cases" which employ actual data to help better understand the principles examined in the course. Prerequisite(s): BUS 101

**BUS 208 Fundamentals of Financial Management**

An introduction to the major concepts and techniques of financial management with an emphasis on time value of money, security valuation, cost of capital, capital budgeting, and financial statement analysis. Prerequisite(s): BUS 101, MTH 114, CSC 155

**BUS 300 International Business**

Students study international aspects of accounting, finance, economics, management, marketing and management information systems. The course helps students develop an appreciation for how different cultures, governments, and approaches to doing business impact international business-to-business relationships as well as devising strategies to enter markets in other countries. In some semesters the course is taught as a travel-study course that includes company site visits. Prerequisite(s): BUS 101

**BUS 303 Legal and Ethical Environment of Business**

A study of the American legal system exploring how courts decide cases and the values that play a role in such adjudication. The nature, formation, and application of law to individuals and business. The development of law, with emphasis on the Constitution, personal and business torts, the employment relationship, discrimination, international legal perspectives, and an exploration of legal ethics and the ethics of corporations. Prerequisite(s): sophomore standing

**BUS 304 Prescriptive Analytics**

In this course students learn how to run business operations efficiently and effectively using prescriptive analytics tools and techniques in managerial decision making. The course introduces students to several quantitative models used in contemporary analytics. Analysis of business scenarios using computer software allows a focus on the conceptual understanding of prescriptive models. Prescriptive topics covered include: decision analysis, Bayesians analysis, stochastic and deterministic forecasting, inventory management, linear programming and optimization, simulation, and project management. Prerequisite(s): MTH 114, BUS 202, AND BUS 205

**UNDERGRADUATE MAJOR-SPECIFIC COURSES****BSA 302 Applied Regression Modeling and Visualization**

This course is a data-driven, applied course focusing on the analysis of data using regression models and visualization techniques. It emphasizes applications to the analysis of business data and makes extensive use of computer statistical packages. Topics include simple and multiple linear regression, residual analysis and other regression diagnostics, model selection, classification (logistic regression), exploratory graphic techniques in modeling, and design principles for creating meaningful displays of data to facilitate decision making. All topics are illustrated on real-world data sets obtained from various disciplines to include accounting, finance, management, sales and marketing, operations, and risk management. Prerequisite(s): BUS 202 or equivalent

**BSA 480 Business Systems and Analytics Capstone**

This integrative capstone course is designed to examine the effects of technology and its rapidly changing nature on the corporate environment. Students will learn how to think strategically about business systems and analytics within the context of a functioning organization. Classroom lectures and discussions are supplemented by multi-disciplinary real-life projects to design innovative information systems and analytics solutions. This course serves as the culminating experience in the Business Systems and Analytics program. Prerequisite(s): Senior standing and BSA 302 and 420 and 410 (BSA 410 could be taken concurrently)

**BSA 410 Systems Analysis and Database Design**

Complex business systems and organizations are examined, with the goal of discovering their structure and information flow. Tools such as the Entity-Relationship Diagram, Data Structure Diagram, Data Flow Diagram, Data Dictionary, and Process Specifications are used to develop Systems Specifications. The blueprint developed during the systems analysis phase will be used to design and develop efficient and effective database applications. To demonstrate acquired skills, students design and develop a relational database application with a database management system and write SQL statements to extract information. Prerequisite(s): BUS 205 or equivalent

**BSA 420 Data Warehousing and Data Mining in Business**

This course introduces data warehousing and data mining concepts. Topics include data warehousing and mediation techniques aimed at integrating distributed, heterogeneous data sources; data mining techniques such as rule-based learning, decision trees, association rule mining, and statistical analysis for discovery of patterns in the integrated data; and evaluation and interpretation of the mined patterns using visualization techniques. Prerequisite(s): Senior standing and BSA 302 (BSA 302 could be taken concurrently)

**STUDENTS SELECT ONE OF THE FOLLOWING BSA MAJOR ELECTIVE COURSES****BSA 305 Sports Analytics**

This course introduces students to the application of data science and analytics in sports. Students are familiarized with the descriptive, predictive, and prescriptive analytical tools and techniques for on-field performance and off-field business decisions. Topics include but are not limited to player performance evaluation, training, selection, and acquisition; team formation, evaluation, and management; and in-game strategy. Students form interdisciplinary teams and work sports data on a group project in a sport of their choice. Prerequisite(s): BUS 202 or equivalent

**BSA 385 Business Intelligence and Knowledge Management**

This course is about the manager's responsibilities for decision making in the Information Age using Decision Support Systems (DSS) and Expert Systems (ES). DSS topics include: Data Management, Modeling and Model Management, User Interface, Executive and Organizational Systems, Group Decision Support Systems (GDSS), and DSS Building Process and Tools, including Spreadsheets, Natural Language Programming, and Influence Diagramming. ES topics include: Applied Artificial Intelligence, Knowledge Acquisition and Validation, Knowledge Representation, Inferencing, and ES Building Process and Tools. Students are required to apply DSS and ES software packages in a hands-on environment. Prerequisite(s): BUS 205 or equivalent

**BSA 400 Business Applications Programming**

This course explores a problem solving methodology that employs computer programming and scripting. Emphasis is placed on identifying the capabilities and limitations of statistical computing languages for big data. Students will learn skills and techniques to solve big data problems through a series of steps that involve identification of problems, design of the solution logic, formal representation of program specifications, and implementation of it using selected high level languages such as R, Python, and Hadoop. This is a hands-on course. Students will design and develop several computer programs throughout the term. Prerequisite(s): BUS 205 or equivalent

**BSA 405 Emerging Trends in Business Systems and Analytics**

This course is designed to introduce students to one of several areas of multi-disciplinary emerging trends in Business Systems and Analytics. Students will learn the fundamental principles and concepts of a specific topic, its applicable technology, the design and implementation of the systems that support the area of study, and methods for measuring efficacy. Evolving technologies will be addressed as appropriate, and their relevance to business pursuits will be discussed and analyzed. Lectures and case studies will be used to give the student a solid understanding of the topic. A group project to develop and present an area initiative/concept will be the capstone of this course. This course is offered under different titles and can be repeated for additional credit when taken as a different topic. Prerequisite(s): Varies by topic

**GRADUATE BUSINESS (MBA) CORE COURSES****MBA 592 Written Communication Skills for Business**

Students will learn to plan, draft, revise, and edit documents (such as letters, memos, e-mails, executive summaries, proposals, and reports) required of them as professionals in a business environment.

**MBA 691 Managerial Accounting for Decision Making, Planning, and Control**

This course focuses on the firm's management accounting system as its primary information system. It examines the problems of cost measurement, planning, coordination, control, and performance evaluation. It explores how accounting systems address business problems and evolve in response to the changing economic environment. The course will relate ethical and global issues to managerial accounting topics. The students will explore and analyze "real world" data and apply their gained knowledge to contemporary managerial accounting problems and cases. Prerequisite(s): MBA 601

**MBA 692 Financial Performance: Control and Measurement**

This is a survey course focusing on how managers can construct a decision-making process focusing on maximizing the value of the firm. Because the majority of financial decisions require an estimate of future events, considerable time will be spent investigating how to achieve the above objectives, subject to the constraints of an uncertain future. Outside readings, case studies, and text material will be used to integrate current financial theory with pragmatic financial decision making. A working knowledge of the basic concepts in finance, accounting, and statistics is assumed. The use of an electronic spreadsheet is needed for homework assignments and case analysis.

**MBA 810 Developing Your Leadership Skills**

This experiential course emphasizes the importance of feedback and self-assessment for leadership development. It includes extensive assessment of each participant's management style and skills based on self-evaluations (using structured questionnaires, decision making exercises, and role plays) and feedback from coworkers, faculty, and other participants. It includes a full day assessment workshop. Leadership development experiences emphasize time and stress management, individual and group problem-solving, communication, power and influence, motivation, conflict management, empowerment, and team leadership. Each participant identifies skills he or she needs to develop and reports on efforts to develop those skills.

**MBA 811 Leadership: Theories and Skill Development**

This course reviews major leadership theories including trait theory, behavioral theories, contingency models, expectancy theory, path goal theory, transformational leadership, and servant leadership. The course also covers a series of in-depth exercises that address leadership skills including individual decision making, team decision making, nominal group technique, problem framing, negotiation, and managing organizational change. Students are expected to complete a written exam and a series of five short analytical papers.

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**MBA 820 Information Technology for Decision-Making**

This course is about the manager's responsibilities for problem solving and decision making, and those areas in which information technology can be used to gain the insight needed to support selection of decision alternatives. Students learn about the role of data, information, and knowledge in managerial problem solving and decision making. Transactional processing and database management systems (DBMS) are used to store, manage, and retrieve data in organizations. Decision support system (DSS) tools and technologies (such as natural language programming and influence diagramming) are used to organize data into information for decision analytics. Expert systems (ES) are used to synthesize information into knowledge for knowledge management. Students are required to use DBMS, DSS and ES software packages in a hands-on environment. Prerequisite(s): MBA 693

**MBA 830 Financial Statement Analysis**

This course integrates the areas of finance and accounting and is designed to provide students with the ability to analyze financial statements, understand the incentives of companies to "manage" earnings through their choices of accounting methods, understand the limitations to the usefulness of financial statements, and understand the value of financial statements in decision-making from the perspective of investors, creditors and management. Prerequisite(s): All foundation courses, MBA 691, MBA 692

**MBA 840 Frameworks for Socially Responsible Decision Making**

This course is designed to explore the complex ethical, legal, cultural, political, social, and economic issues confronting individuals, groups, and organizations. We will use various models and theories to develop critical thinking and problem-solving skills to address the issues of a diverse set of organizational stakeholders. Prerequisite(s): All required foundation courses

**MBA 902 Competitive Strategy**

This integrative capstone course is designed to expose students to strategies that companies use to build and sustain competitive advantage in the global market. The course provides students with industry, competitor, and business level analytic tools that help students to assess factors that influence strategy formulation and strategy implementation in both domestic and global markets.

**GRADUATE BUSINESS (MBA) SPECIALIZATION COURSES (9 CREDITS)**

- Three 700-level classes (9 credits) from an approved list of specialization-specific course offerings.

**PLUS ADDITIONAL UNIVERSITY REQUIREMENTS AND ELECTIVES****Contact Information****Dr. Madjid Tavana**

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