BUSINESS ADMINISTRATION (BSAD)

Courses

BSAD 222. Human Resource Management. 3 Credits.
Critical examination of contemporary problems in human resource management; including job analysis, recruitment, training and employee development, health and safety, compensation, performance appraisal, and related topics. Prerequisites: BSAD 120; Business Administration major or minor; Master of Accountancy Graduate students; minimum Junior standing.

BSAD 226. Current Iss in Mgmt & Org Thry. 1-3 Credits.
Subjects may include training and development, selection and recruitment, and affirmative action. Prerequisites: BSAD 120; Business Administration major or minor; Minimum Junior standing.

BSAD 230. Tech, Entr & Commercialization. 3 Credits.
Provides future business and technology professionals with insights into the processes of transferring research from the university to the marketplace, and transforming new technologies into sustainable products or services that create new economic, social and environmental value. Prerequisites: BSAD 120; Business Administration major or minor; Computer Science and Information Systems, Engineering Management major; others by permission; minimum Junior standing.

BSAD 235. Entrepreneurial Family Firms. 3 Credits.
Students will learn to work effectively in and with family enterprises - the predominant organizational form in the world. By understanding their unique advantages and challenges, students will learn to develop strategic solutions to improve the family and business performance. Prerequisites: BSAD 120; Business Administration, Engineering Management major; Business Administration minor; minimum Junior standing.

BSAD 251. Marketing Research. 3 Credits.
The role of research in a marketing information framework. Emphasis on survey research, data collection, and analysis. Experimental designs also examined. Prerequisites: BSAD 150; Business Administration major or minor; Senior or Graduate standing.

BSAD 252. Marketing Research Practicum. 3 Credits.
Market research field project. Students design survey instruments, collect and analyze data, and present results to clients in a business environment. Prerequisites: BSAD Prerequisites: BSAD 251; Business Administration major or minor; Instructor permission; Minimum Junior standing.

BSAD 256. Retail Management. 3 Credits.
Provides an overview of retail management. Key perspectives that shape the field including strategic planning, merchandising, and competitive advantage are emphasized. Prerequisites: BSAD 150; Business Administration major or minor; Master of Accountancy Graduate Students; minimum Junior standing.

BSAD 258. D2: Int’l Market Analysis. 3 Credits.
Examines the cultural, economic, historic, and political factors that affect the analysis of foreign markets. Specific attention is given to the processes by which market entry decisions are developed and implemented. Prerequisites: BSAD 150, Business Administration major or minor; Minimum Junior standing.

BSAD 260. Financial Statement Analysis. 3 Credits.
Study of the concepts and techniques underlying corporate financial statement analysis, with an emphasis on equity valuation models. Prerequisites: BSAD 180; Business Administration major or minor; Senior standing.

BSAD 263. SU:Environmntl & Social Rprtng. 3 Credits.
An examination of voluntary and mandatory reporting of issues related to corporate social responsibility including environmental, social and governance. Knowledge is gained through readings, written assignments and discussion. Coverage includes GRI, SASB and integrated reporting guidelines and standards. Prerequisites: BSAD 060, BSAD 061 or their equivalent; Senior or Graduate student standing or Instructor permission.

BSAD 264. Corporation Taxation. 3 Credits.
A survey of the tax consequences for C corporations and their shareholders of womb-to-tomb transactions, which might include formations, acquisitions, divisions, consolidations, and international operations as well as the reporting of book/tax differences. Prerequisites: BSAD 060, BSAD 061; Senior standing; Business Administration major, Master of Accountancy student, Business Administration minor, Accounting minor.

BSAD 265. Accounting Information Systems. 3 Credits.
Examination of how accounting information is collected, stored and made available to decision makers with an emphasis on internal control implementation. Prerequisites: BSAD 060, BSAD 061; Senior standing; Business Administration major, Master of Accountancy student, Business Administration minor, Accounting minor.

BSAD 266. Advanced Accounting. 3 Credits.
Focuses on accounting for business combinations and developing consolidated financial statements. Includes accounting for foreign currency transactions, foreign subsidiaries, governmental entities, and not-for-profit organizations. Pre/co-requisite: BSAD 162.

BSAD 267. Auditing. 3 Credits.
Examination of auditing theory and practice. Topics include standards, ethics and legal responsibilities of the profession, audit planning, internal control, audit evidence, and auditor communications. Prerequisites: BSAD 162, BSAD 265; Senior standing; Business Administration major, Master of Accountancy student, Business Administration minor, Accounting minor.
BSAD 268. Adv Topics in Management Acctg. 3 Credits.
Emphasizes use of internal and external information in management
decision making; includes cost of inventory, business activities,
strategic use of information, long-range planning. Prerequisites:
BSAD 060, BSAD 061; Senior standing; Business Administration
major, Master of Accountancy student, Business Administration
minor, Accounting minor.

BSAD 269. Gov't and NFP Accounting. 3 Credits.
Provides a study of the theory and practical application of accounting
principles and auditing standards to governmental entities and
not-for-profit organizations. Prerequisites: BSAD 161; Business
Administration major or minor, Accounting minor, Master of
Accountancy Graduate student; minimum Junior standing.

BSAD 270. Quant Anyl for Managerial Dec. 3 Credits.
Application of management science methods to managerial decision
making, emphasizing modeling and use of solution results. Topics
include mathematical programming, waiting-line analysis, and
computer simulation. Prerequisites: BSAD 030, BSAD 173; Business
Administration major or minor; Engineering Management major,
Master of Accountancy Graduate students; other majors or minors by
Instructor permission; minimum Junior standing.

BSAD 271. Current Topics Fin Reporting. 3 Credits.
Focuses on the development and use of two sets of financial reporting
standards: International Financial Reporting Standards (IFRS) and
US generally accepted accounting principles (GAAP). Prerequisites:
BSAD 161, BSAD 162; Business Administration majors and minors,
Accounting minors, Master of Accountancy Graduate students;
Senior standing.

BSAD 273. Supply Chain Management. 3 Credits.
Explores how firms can organize supply chains to more effectively
align supply with the demand for products. Prerequisites: BSAD 173;
Business Administration major or minor; Engineering Management
major, or Graduate Master of Accountancy student; minimum Junior
standing or graduate standing; other majors or minors by
Instructor permission.

BSAD 281. Fixed Income Security Analysis. 3 Credits.
Focuses on the valuation and analysis of fixed income securities and
the management of fixed income investment portfolios. Prerequisites:
BSAD 180; Business Administration major or minor, Master of
Accountancy Graduate student; minimum Junior standing.

BSAD 282. Security Val & Portfolio Mgmt. 3 Credits.
Examination of theories and evidence on the investment decision
process including operations of equity securities markets, market
efficiency, financial asset prices, and portfolio management.
Prerequisites: BSAD 181; Business Administration major or minor;

BSAD 285. Options and Futures. 3 Credits.
Financial derivatives - options, futures, and swaps. Topics include:
structures of the markets for exchange traded and over-the-counter
derivatives, identification and exploitation of arbitrage opportunities,
use and misuse of derivatives to hedge risk in both financial and
product markets. Prerequisites: BSAD 180; Minimum Junior
standing; Business Administration major or minor.

BSAD 288. Wall Street Seminar. 3 Credits.
Application of financial theory to stock/bond valuation, credit
analysis, security underwriting, or risk management. Students
will complete projects assigned by major financial service firms.
Prerequisites: BSAD 180; Business Administration major or minor or
Instructor permission; minimum Junior standing.

BSAD 289. Real Estate Finance. 3 Credits.
This course is an introduction of real estate finance and investments.
Topics include urban economics, appraisal, investment value analysis,
funding, and development. Prerequisites: BSAD 180; Business
Administration major or minor; minimum Junior standing.

BSAD 293. QR: Integrated Product Dev. 3 Credits.
Project-based course focusing on the entire product life cycle.
Team dynamics, process and product design, quality, materials,
management, and environmentally-conscious manufacturing.
Prerequisite: Minimum Junior standing or Instructor permission.
Cross-listed with: ME 265, STAT 265.

BSAD 295. Special Topics. 1-18 Credits.
Advanced courses on topics beyond the scope of existing
departmental offerings. See Schedule of Courses for specific titles and
prerequisites. Prerequisite: Senior Business Administration major or
minor.

BSAD 305. Sustainable Marketing. 3 Credits.
Accelerated course on sustainable marketing principles and theory
which focuses on how enterprises respond to the twin global
challenges of global poverty and environmental sustainability.
Prerequisite: Graduate student standing.

BSAD 306. Fundamentals of Accounting. 3 Credits.
Introduction to basic concepts for developing and interpreting
financial statements. Introduction to use of accounting information
for planning, cost behavior, control, and decision making.
Prerequisite: Graduate Business Administration student.

BSAD 307. Organization & Mgmt Studies. 3 Credits.
A survey course of the principles of management and organization
behavior. The fundamentals of planning, organizing, leading,
staffing, and controlling are covered. Particular attention is given
to organization theory and behavior, including topics such as
motivation, group behavior and decision making. All areas are
covered in an international context. Prerequisite: Graduate Business
Administration student.
BSAD 308. Finance for Sustainable Enterp. 3 Credits.
An introduction to financial decision making in sustainable enterprises. Decisions related to acquisition and allocation of funds are examined and practiced through cases and problems. Prerequisite: Graduate Business Administration student.

BSAD 309. Political Envir of Business. 3 Credits.
Explore the rationale for government interaction with business. Analyze (1) business, and the broader society's demand for public policy, as well as (2) the political institutions that supply public policy both in domestic and international contexts. Prerequisite: Graduate Business Administration student.

BSAD 310. Professional Communications. 3 Credits.
Addresses different components of professional communications key to accounting career success. Clear business writing, strong interpersonal skills, effective presentations and group meeting communications are emphasized and illustrated through a variety of assignments. Prerequisite: Master of Accountancy Graduate standing or Instructor permission.

BSAD 331. Mgmt in Hlth Services&Med Care. 3 Credits.
Addresses major issues and challenges faced by health services managers relating to established and evolving social, economic, and professional policies in a context of practical problem assessment and appropriate resolution. Prerequisite: Graduate Business Administration student. Cross-listed with: PA 312, PH 317.

BSAD 335. Entrepreneurial Family Bus. 3 Credits.
Long-lived family firms that sustain over generations of leaders, economic and industry life cycles, embrace transgenerational entrepreneurship and innovation as part of their culture. This course focuses on the unique dynamics and dilemmas of these family businesses. Prerequisite: Graduate student standing.

BSAD 338. Int Sustain New Business Model. 3 Credits.
Entrepreneurial activities have a significant impact on individual lives and careers as they enable the growth and sustainability of organizations. This course focuses on developing an environmentally and socially responsible business model to assess the viability of an innovative idea. Prerequisite: Graduate student standing.

BSAD 340. Green Oper. and Supply Chains. 3 Credits.
Study of the foundational concepts in supply chain and operations management in sustainable enterprises. Design, planning, and control are examined, with emphasis on managerial analysis and decision making that will help the enterprise succeed responsibly and sustainably. Prerequisite: Graduate student standing.

BSAD 345. Management Information Systems. 3 Credits.
An introduction to the design and implementation of management information systems. A theoretical framework is developed and applied by students to an information system. Prerequisite: Graduate Business Administration student.

BSAD 352. Business to Business Marketing. 3 Credits.
Exploration and analysis of the marketing of goods and services to organizations. Topics include organizational buying, market segmentation, positioning, pricing, communication, physical distribution and customer services, and sales management. Prerequisite: Graduate Business Administration student.

BSAD 357. Analysis for Mktg Planning. 3 Credits.
A post-introductory MBA marketing course that combines managerial and analytic approaches to gaining insight into customer attitudes and behaviors and improving market decision-making. Prerequisite: Graduate Business Administration student.

BSAD 360. Contemporary Financial Acctg. 3 Credits.
Focuses on contemporary issues in financial accounting and reporting under both U.S. generally accepted accounting principles and International Reporting Standards; impact of regulatory agencies. Prerequisite: Master of Accountancy student.

BSAD 361. Accounting Rsch, Reg & Ethics. 3 Credits.
Students will research current financial reporting issues and regulatory requirements. Cases will emphasize the ethical responsibilities of professional accountants. Prerequisite: Master of Accountancy student.

BSAD 362. CPA Law. 3 Credits.
Provides Masters of Accountancy students with exposure to the major areas of U.S. law emphasized on the uniform CPA exam. MBA students will also benefit from the course. Prerequisite: Master of Accountancy student.

BSAD 363. Accounting & Reporting for ESG. 3 Credits.
Combines an introduction to financial and managerial accounting and reporting with the most recent standards used by entities worldwide to report on their environmental, social and governance (ESG) activities. Prerequisite: Graduate student standing.

BSAD 364. Ind Readings & Rsch for MAcc. 1-3 Credits.
Allows a student to pursue independent research under the direction of a faculty member. Normally, course includes a research paper. Prerequisite: Master of Accountancy student.

BSAD 365. Managerial Accounting. 3 Credits.
Study of use of company information in internal strategic and operational decision making. Topics include product costing, incentive compensation, and performance measurement. Prerequisite: Master of Accountancy student.

BSAD 366. Adv Topics in Corp Acct.&Rept. 3 Credits.
Advanced topics in corporate accounting and reporting; focuses on accounting for business combinations and developing consolidated financial statements. Includes accounting for foreign currency transactions, foreign subsidiaries, segment, interim, and SEC reporting. Prerequisite: Master of Accountancy major.

BSAD 367. Tax Research. 3 Credits.
Uses various research techniques to analyze federal tax principles governing individuals and business entities and emphasizes the effective communication of technical analyses. Prerequisite: Master of Business Administration or Master of Accountancy Graduate student.
BSAD 368. Pass-Through Entities. 3 Credits.
A study of the tax consequences of using partnerships, S corporations, and limited liability companies for business operations, with an examination of the tax aspects of choice-of-entity, operational, and divestment decisions for small and family-owned businesses. Prerequisite: Master of Business Administration, Master of Accountancy, or other Graduate standing.

BSAD 369. Fraud Examination. 3 Credits.
Covers all of the major methods employees use to commit occupational fraud. Students will learn how and why occupational fraud is committed, how fraudulent conduct can be deterred, and how allegations of fraud should be investigated. Prerequisite: BSAD 162.

BSAD 375. Organization Theory. 3 Credits.
Organization theories examined for insights into behaviors of organizations and their members. Open systems perspective. Identification of contingencies in organization design based on human, structural, technological, environmental variables. Prerequisites: BSAD 307; Graduate Business Administration student.

BSAD 376. Mgmt of Change in Organization. 3 Credits.
Applied behavioral science perspective adopted to identify conceptual issues, develop diagnostic skills, examine alternative intervention strategies relevant to accomplishment of planned changes in organizational systems. Prerequisites: BSAD 307; Graduate Business Administration student.

BSAD 378. International Case Analysis. 3 Credits.
Analysis of real problems in local and Canadian organizations, pursued in mixed UVM-Concordia teams, with recommendations presented to panel of client and academic judges. Prerequisite: Graduate Business Administration student.

BSAD 379. Strategic Management. 3 Credits.
Case studies of existing organizations are used to illustrate the intellectual, social processes of adaptation to a changing environment; strategy formulation, implementation. Not offered every year. Prerequisite: Graduate Business Administration student.

BSAD 380. Adv Financial Management. 3 Credits.
Focus on key financial decisions that affect the value of the firms. Topics: capital structure, corporate financial planning, mergers and acquisitions, capital market theories and evidence. Prerequisites: BSAD 308; Graduate Business Administration student.

BSAD 384. Financial Mkts&Interest Rates. 3 Credits.
Study of level and structure of interest rates. Topics: flow of funds accounting, market vs. natural rate of interest, interest rate structure, behavior of interest rates over business cycle. Prerequisites: BSAD 308; Graduate Business Administration student.

BSAD 392. Independent Study. 1-18 Credits.
A course which is tailored to fit the interests of a specific student, which occurs outside the traditional classroom/laboratory setting under the supervision of a faculty member, for which credit is awarded. Offered at department discretion.

BSAD 394. Independent Readings&Research. 1-3 Credits.
Allows a student to pursue independent research under the direction of a faculty member. Normally, the course will include a research paper. Prerequisite: Graduate Business Administration student.

BSAD 395. Advanced Special Topics. 1-18 Credits.
Topics and material that may develop later into a regular course offering; in addition, it may include topics and material offered only once. Prerequisite: Graduate Business Administration student.

BSAD 396. Leading Sustainable Enterprise. 3 Credits.
Integrative, capstone course concerned with issues and decisions facing individuals directing sustainable enterprises. Students develop analytical skills surrounding industry analysis, strategy formulation, organizational design, and competitive dynamics. Prerequisites: BSAD 305, BSAD 340, BSAD 363; Graduate student standing.