

BUSINESS ADMINISTRATION

OVERVIEW

The University of Vermont's Sustainable Entrepreneurship MBA (SEMBA) program prepares students to create profitable and sustainable business opportunities in a world undergoing transformational change. The SEMBA program aims to develop the next generation of leaders who will build, disrupt, innovate, and reinvent sustainable business and enterprises in a world that demands it.

The program is built on the notion of sustainability and entrepreneurship from the ground-up; sustainability is not just a set of “bolt-on” electives, it is at the core of the program and addressed in every single course; courses share educational material and cases across disciplines and deal with issues of sustainable development; entrepreneurs that have built successful, sustainable businesses will share the classroom with our excellent faculty; faculty will include professors from the Grossman School of Business, the Department of Community Development and Applied Economics, the Rubenstein School of the Environment and Natural Resources, and the Vermont Law School.

The MBA program is accredited by The Association to Advance Collegiate Schools of Business.

DEGREES

- Sustainable Entrepreneurship MBA

FACULTY

Arel, Barbara M.; Associate Professor, Grossman School of Business; PHD, Arizona State University
Bonifield, Carolyn Marie; Associate Professor, Grossman School of Business; PHD, University of Iowa
Cats-Baril, William Lawrence; Associate Professor, Grossman School of Business; PHD, University of Wisconsin Madison
Chiang, Kevin C.; Professor, Grossman School of Business; PHD, Louisiana State University
Dempsey, Stephen Jeffrey; Associate Professor, Grossman School of Business; PHD, Virginia Polytechnic Institute and State University
DeWitt, Rocki-Lee; Professor, Grossman School of Business; PHD, Columbia University
Do, Hung Tuan; Assistant Professor, Grossman School of Business; PHD, Purdue University
Garcia, Patrick Raymund James M.; Assistant Professor, Grossman School of Business; PHD Australian National University
Gove, Steven; Assistant Professor, Grossman School of Business; PHD, Arizona State University
Hart, Stuart; Professor, Grossman School of Business; PHD University of Michigan
Hughes, Susan Boedeker; Associate Professor, Grossman School of Business; PHD, University of Cincinnati
Jones, David A.; Associate Professor, Grossman School of Business; PHD, University of Calgary

Kingsley, Allison F.; Assistant Professor, Grossman School of Business; PHD, Columbia University
Lucas, Marilyn T.; Associate Professor, Grossman School of Business; PHD, University of Illinois Urbana-Champaign
Monsen, Erik; Associate Professor, Grossman School of Business; PHD, University of Colorado
Noordewier, Thomas Gerald; Professor, Grossman School of Business; PHD, University of Wisconsin Madison
Novak, David C.; Associate Professor, Grossman School of Business; PHD, Virginia Polytechnic Institute and State University
Schnitzlein, Charles; Professor, Grossman School of Business; PHD, Washington University
Sharma, Pramodita; Professor, Grossman School of Business; PHD, University of Calgary
Sharma, Sanjay; Professor, Grossman School of Business; PHD, University of Calgary
Tomas III, Michael John; Associate Professor, Grossman School of Business; PHD, Syracuse University
Tomas, Amy M.; Senior Lecturer, Grossman School of Business; PHD, University of Memphis
Vanden Bergh, Richard G.; Associate Professor, Grossman School of Business; PHD, University of California Berkeley
Walberg, Glenn C.; Assistant Professor, Grossman School of Business; JD, College of William and Mary
Zhang, Chun; Associate Professor, Grossman School of Business; PHD, Michigan State University

Business Administration 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; 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 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; Minimum Junior 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 258. D2: Intn'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.

A study of the concepts and techniques underlying corporate financial statement analysis, with an emphasis on equity valuation models. Prerequisites: BSAD 180; Senior Business Administration major.

BSAD 263. SU: Environmntl & Social Rprtnng. 3 Credits.

An examination of voluntary and mandatory reporting of environmental and other social activities along with related issues through readings and research. Prerequisites: BSAD 060, BSAD 061, BSAD 180; Business Administration major; Minimum Junior standing.

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 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; Graduate Master of Accountancy student; Minimum Junior standing or graduate standing; or Instructor permission.

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 Prerequisites: BSAD 180; Business Administration major or minor; Minimum Junior standing.

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 181, BSAD 282; Senior standing; Business Administration major; Instructor permission.

BSAD 293. Integrated Product Development. 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: Junior/Senior 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. Fundamentals of Marketing Mgmt. 3 Credits.

Accelerated course on marketing principles and theory. Analytical approach to study of product pricing strategies; distribution, communication, and promotion; consumer behavior and development of corporate marketing strategy. Prerequisite: Graduate Business Administration student.

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. Managerial Finance. 3 Credits.

An introduction to financial decision making in the firm. 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 in both 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 340. Production & Operations Mgmt. 3 Credits.

Study of the operations function in manufacturing and service organizations. Design, planning, and control are examined, with emphasis on managerial analysis and decision making. Prerequisite: Prerequisites: One course in Statistics; Graduate Business Administration student.

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 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 368. Business Entity Taxation. 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 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 Mrkts&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 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. 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. Strategy and Competition. 3 Credits.

Integrative, capstone course concerned with issues and decisions facing senior executives directing entire enterprises. Students develop analytical skills surrounding industry analysis, strategy formulation, organizational design, and competitive dynamics. Prerequisite: Graduate Business Administration student.

Master of Business Admin Courses**MBA 300. Business Fundamentals. 1 Credit.**

Provides an introduction to the basic definitions and business language of all of the functional areas of business administration. Prerequisite: MBA standing.

MBA 301. Foundations of Management. 0 or 10 Credits.

Provides background on sustainable business practices and offer tools to analyze a business and structure a business opportunity, including how to: develop/defend competitive advantage, perform financial analysis, implement marketing strategy, organize a firm, and manage technological innovation. Prerequisite: MBA standing.

MBA 302. Bldg a Sustainable Enterprise. 0 or 9 Credits.

Provides students with the tools for starting and building a sustainable business. Topics include: public policy, value creation, assessments under market uncertainty, the meaning of sustainability and CSR, triple bottom line reporting, ethics for entrepreneurs, and mindfulness. Prerequisite: MBA standing.

MBA 303. Growth of Sust Enterprise. 0 or 9 Credits.

Provides tools for managing the growth of a sustainable business. Topics include: entrepreneurial leadership, systems tools for sustainability, business law, negotiations, financing an innovative venture, and sustainable operations/green supply chains. Students will frame and research their practicum project. Prerequisite: MBA standing.

MBA 304. Focusing on Sustainability. 0 or 9 Credits.

Provides students with an understanding of how to run a responsible/sustainable business within the constraints of finite physical resources and legal frameworks. Students will explore how management approaches, creativity, and technology can find opportunities within those constraints. Prerequisite: MBA standing.

MBA 305. Sus Entrepreneurship in Action. 0 or 7 Credits.

Provides a meaningful hands-on experience through the development of a business plan for a new sustainable venture. Students will spend three months conceptualizing, designing, and presenting a business case for a new sustainable venture. Prerequisite: MBA standing.

MBA 395. Advanced Special Topics. 1-18 Credits.

See Schedule of Courses for specific titles.

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