



# THE CATHOLIC UNIVERSITY OF AMERICA

## Catalog Announcements - 2015-2016

### School of Business and Economics

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### ***Catholic Principles Guide Our Mission***

The mission of the School of Business and Economics is to provide intellectual leadership in business and economics through practical and theoretical education and scholarship, inspired by the Catholic principles of human dignity, solidarity, subsidiarity and the common good, in support of the mission of the University

### **Human Dignity**

The dignity of the human person is the basis of a moral vision for society and the foundation of Catholic Social Doctrine (CSD). In *Caritas in veritate*, Pope Benedict XVI writes, "The Church forcefully maintains this link between life ethics and social ethics, fully aware that 'a society lacks solid foundations when, on the one hand, it asserts values such as the dignity of the person, justice and peace, but then, on the other hand, radically acts to the contrary by allowing or tolerating a variety of ways in which human life is devalued and violated, especially where it is weak or marginalized.'"

### **Solidarity**

Solidarity, which arises from faith, is essential to the Christian view of social and political organization. Each person is connected to and dependent on all humanity, collectively and individually. Pope John Paul II wrote in *Sollicitudo rei socialis*, "[Solidarity] is not a feeling of vague compassion or shallow distress at the misfortunes of so many people, both near and far. On the contrary, it is a firm and persevering determination to commit oneself to the common good; that is to say, to the good of all and of each individual, because we are all really responsible for all."

### **Subsidiarity**

Subsidiarity is a manifestation of human freedom and is the principle by which authority figures acknowledge the rights of all members in society. The principle of subsidiarity states that larger institutions and government should not interfere with the legitimate decision-making of smaller or lower-level organizations.

### **Common Good**

The common good is "the sum total of social conditions which allow people, either as groups or as individuals, to reach their fulfillment more fully and more easily." (Second Vatican Council, *Guadium et Spes*, 26.) The common good should be the primary goal of society (*Compendium of the Social Doctrine of the Church*, 165).

### **Degree Programs**

The School of Business and Economics offers a Master of Science in Accounting, a Master of Science in Business Analysis, a Master of Arts in Integral Economic Development Management, and a Master of Arts in Integral Economic Development Policy.

### **General Requirements**

Students admitted to these programs are bound by university and departmental regulations specified in these *Announcements*. Before regular admission can be granted, students must take the GRE (or the GMAT for the program in Accounting or Masters of Science in Business Analysis). Any student with deficiencies in undergraduate prerequisites or deficiencies indicated from results of a placement examination must remedy the deficiencies by taking appropriate prerequisite coursework for which no credit toward graduate degree requirements will be given. Students in the Master of Science in Business Analysis, the Master of Science in

Accountancy, and the Master of Arts in Integral Economic Development Management programs are required to maintain a grade point average of 3.0 or better and receive no more than two C's to continue in the program. Students in the Master of Arts in International Political Economy must obtain a grade of B- or better in all required courses. In the later program, students who earn less than a B- may be permitted to retake the course. The department will review the continuance of students who have accumulated two grades of less than B-.

### **Program in Accounting**

The School of Business and Economics offers a Master of Science in Accounting (MSA). The Program is a one year program designed to meet the professional accounting career-development needs of individuals with accounting backgrounds. MSA course work is customized to reflect educational and career backgrounds and objectives.

The MSA program provides students with (1) the more advanced concepts in the fields of accounting, auditing and taxation, (2) a clear understanding of the strategic role of accounting in business organizations and society, and (3) an international perspective and appreciation for diversity and cultural differences, along with their significance in global business.

The program is designed for those who already have a Bachelor of Science in Accounting degree or equivalent. The MSA program provides the academic prerequisites for candidates who wish to take the United States Uniform Certified Public Accountant (CPA) examination. Most states currently require 150 credit hours for the CPA certificate. Upon successful completion of the MSA, students will have met the requirements.

The educational and experience requirements of boards of accountancy vary from state to state. It is the student's responsibility to determine the requirements that must be met in his or her state in order to sit for the examination, and to request changes in the program to meet those requirements. The department maintains a current directory of requirements for all states, territories, and the District of Columbia and can assist the student in meeting these requirements.

Students have the advantage of small classes as well as close mentoring from faculty with a wide range of global and diverse professional experience. Internships and part-time employment at professional firms, commercial companies, and government agencies are encouraged.

The MSA program consists of 30 credit hours (of which 15 credit hours must be in advanced accounting courses, 15 credit hours in related accounting or business elective).

#### **Undergraduate Requirements**

A Bachelor of Science in Accounting or equivalent.

#### **Program in Accountig Coursework**

<b>Accounting, at least three of the following courses must be selected</b>	
ACCT 517	Governmental and Not for Profit Accounting

ACCT 518	Accounting Theory
ACCT 530	Forensic Accounting
ACCT 575	International Accounting
ACCT 580	Legal, Financial, and Tax Aspects of Business Law
ACCT 582	Financial Analysis
<b>Auditing, at least one of the following must be selected</b>	
ACCT 512	Auditing
ACCT 525	Accounting Software Systems
<b>Tax, at least one of the following must be selected</b>	
ACCT 519	Taxation I
ACCT 520	Taxation II

### Business or Economics Elective Courses

Up to five electives (of three credit units each) can be chosen from the ACCT 500 level or MSBA 500 level graduate courses.

In addition in their last semester, students must enroll in ACCT 650 (Graduate Seminar) which is the culmination of studies and the practical experience-based course on contemporary accounting problems.

### Program in Business Analysis

The School of Business and Economics offers a master's degree in Business Analysis. The purpose of this program is threefold. The program (1) familiarizes students with the basics of accounting, economics, marketing, finance, and management; (2) develops a strong competence in analytical tools for use in decision analysis, data gathering, statistical analysis, forecasting, etc; and (3) hones students' already-existing communication and reasoning skills for application to a business environment (e.g. business writing and presentations).

In keeping with the mission of the university, the program is taught in the context of a view of commerce as service to society, inspired by the Catholic principles of solidarity ("a firm and persevering determination to commit oneself to the common good"), subsidiarity (higher authorities should perform only those tasks which cannot be handled adequately at a lower level), and human dignity. The program is designed for liberal arts, engineering, science and other non business undergraduates who are interested in gaining a good entry level position for a career in administration (business, government, or not-for-profit).

### Undergraduate Requirements

A minimum of 6 semester hours of undergraduate credits in the following fields: economics (3) and management (3).

### MSBA Program Coursework

#### Required courses (30 credits)

Accounting MSBA 502 Accounting and Financial Analysis; MSBA 511

and Finance Applied Financial Management  
(6)

Management MSBA 501 Managing the Enterprise ; MSBA 503 Community to  
(24) Quantitative Analysis; MSBA 504 Marketing with Integrity;  
MSBA 505 Spirit of Enterprise; MSBA 512 Leadership as  
Service; MSBA 513 Business Research Methods; MSBA 514  
Contemporary Business Issues; MSBA 515 Team Field Study

The final deliverable of the Field Team Study (MSBA 515)  
project serves as the comprehensive examination.

### **Career Development Seminar (MSBA 598)**

This non credit course meets periodically across both semesters. The course is designed to teach graduate students how to get the most value out of their internships and how to search for and secure employment upon graduation. Includes career self-assessment skills, resume and cover letter writing skills, interviewing skills, how to build a professional network, how to develop and execute an internship search strategy that includes creating potential employer target lists, utilizing networking and online job search resources, developing a corporate persona, and transitioning into the corporate world post-graduation.

### **Program in Integral Economic Development Management**

The School of Business and Economics offers a master's degree in Integral Economic Development Management, the first to create and implement an integrated perspective to measure and evaluate the impact and effectiveness of development programs, while taking into account the social dimension of every person.

Students graduating from the program will have developed: 1) an understanding of the role that cultures and institutions play in the development process, 2) the management skills necessary to design, implement, manage, and evaluate development programs that will achieve integral economic development and build strong institutions (families, communities, etc.) capable of supporting successful development initiatives, and 3) an integrated perspective on economic development — one that takes into account the dignity of the human person, the good of the family, and the good of the community as foundational principles of economic development.

The program is designed to help students who wish to work at private or public organizations in economic development. It will provide them with the management skills necessary to build and support strong institutions, but also focus on the context of social development.

### **Undergraduate Requirements**

- Introduction to Macroeconomics (ECON 101)
- Introduction to Microeconomics (ECON 102)
- Statistical Analysis (ECON 224) or Statistics for Business and Economics (ECON 223)

### **Coursework**

**Required courses (A minimum of 37 credits)**

Core Courses (19 credits)	IEDM 501 Accounting and Finance Concepts and Applications; IEDM 543 Applied Econometrics; IEDM 510 Foundations of an Ethical Integral Social and Economic Development; IEDM 540 Integral Economic Development; IEDM 562 Survey Design; IEDM 546 Neuroeconomics
Aspects of Integral Development (12 credits)	IEDM 520 The Politics of Development Policy; IEDM 521 Global Agriculture and Health; IEDM 522 Development Aspects of Energy and Environment; IEDM 523 Global Educations and Community Development Policies
Management of Development Concentrations (6 credits)	The student will be required to choose between the public or private concentration courses
Public Sector	IEDM 551 Public Financial Management; IEDM 552 International Organizations and Development
Private Sector	IEDM 561 Managing Not-for-Profits; IEDM 550 Program Management

**Additional Requirements:****Leaders in Development Seminar**

This requirement is obtained by the successful completion of the IEDM 530 and IEDM 531 Leaders in Development Seminar.

**Career Placement Readiness Workshop**

This non-credit course will prepare students to seek professional employment in the areas of Integral Economic Development. Offered to students in their final semester of program.

**IEDM 502** Grant Research and Writing for International Development (offered in the Fall semester)

**Second Language Proficiency**

Students must prove proficiency in a second language before taking the comprehensive examination or presenting an applied research project. It is obtained by the successful completion of a language proficiency examination approved by The Catholic University of America or an equivalent examination that has been approved by the department.

**Comprehensive Examination or Applied Research Project**

Permission to take the Comprehensive Examination or present the Applied Research Project requires registration for IEDM 698 after proficiency in a second language is documented and IEDM 530 Development and Practice Seminar and 37 credits are completed or pending. Students are required to pass a Comprehensive Examination or present an Applied Research Project that has been approved by the academic advisor.

## Program in Integral Economic Development Policy

The School of Business and Economics offers a master's degree in Integral Economic Development Policy. The IEDP program innovatively teaches graduate the real-world skills so needed today in effective policy design and quantitative policy evaluation within an integral framework and perspective towards development.

Students graduating from the program will have developed: 1) an integrated perspective on economic development that takes into account the dignity of the human person, the good of the family, and the good of the community as foundational principles of economic development, 2) Advanced and unique techniques that fully capture the impact of development initiatives, and 3) Technical training in economic and managerial knowledge and skills needed to work at policy and implementation levels.

This program is deeply rooted in the need to accomplish sustainable development through an approach that seeks to strengthen civil and social institutions, while maintaining an integral view of the person in society. Consequently, the focus is on the economic agent's decision-making process, acknowledging him/her holistically, in his/her social dimension.

## Undergraduate Requirements

Introduction to Macroeconomics (ECON 101)  
 Introduction to Microeconomics (ECON 102)  
 Statistical Analysis (ECON 224)

## Coursework

### Required courses

Core Courses (24 credits)	IEDP 510 Foundations of an Ethical Integral Social and Economic Development; IEDP 540 Integral Economic Development; IEDP 543 Applied Econometrics; IEDP 544 Applied Econometrics II; IEDP 546 Neuroeconomics; IEDP 562 Survey Design; IEDP 571 Advanced Macroeconomics; IEDP 572 Advanced Microeconomics
Aspects of Integral Development (15 credits)	IEDP 520 The Politics of Development Policy; IEDP 521 Global Agriculture and Health; IEDP 522 Development Aspects of Energy and Environment; IEDP 523 Global Educations and Community Development Policies; IEDP 552 International Organizations and Development
Policy and Management of Development (6 credits)	IEDP 501 Accounting Concepts and Managerial Applications; IEDP 525 Public Policy; IEDP 553 Public Finance

Electives IEDP 527 Epidemiology and Public Policy; IEDP 550 Program Management; IEDP 551 Public Financial Management; IEDP 554 Infrastructure for development; IEDP 555 Infrastructure Planning and Policy; IEDP 556 Business Enterprise and Development; POL 513 International Politics of Food and Hunger; POL 555 International Relations of East Asia

### **Additional Requirements:**

#### **Leaders in Development Seminar**

This requirement is obtained by the successful completion of the IEDP 530 and IEDP 531 Leaders in Development Seminar.

#### **Career Placement Readiness Workshop**

This non-credit course will prepare students to seek professional employment in the areas of Integral Economic Development. Offered to students in their final semester of program.

**IEDP 502** Grant Research and Writing for International Development (offered in the Fall semester)

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### **Courses Offered**

A full listing of graduate courses offered by the School of Business and Economics is found below. Consult [Cardinal Station](#) for additional information about courses and to determine course offerings by semester.

### **Course Catalog for Business and Economics**

#### **ACCT**

509	Cost Accounting	Cost accounting systems and cost allocation problems, analysis of differential costs for decision making, use of standard cost and flexible budgets for performance evaluation. Also addressed: long-term decisions
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and capital budgeting methods

- 512 Auditing History of auditing, description of professional certified public accounting (C.P.A.) approach to auditing the modern corporate enterprise. The auditing methods taught are those established to concur with the generally accepted auditing standards promulgated by the American Institute of Certified Public Accountants. Student learns how to give professional opinions concerning the financial condition and the operations of commercial enterprises. Also see Enrollment Requirements.
- 517 Government and Non-Profit Accounting Analyzes accounting procedures peculiar to non-profit organizations and municipalities. It illustrates statements commonly prepared for each type of organization, fund, and account group. The course also encompasses GAAP standards and reporting requirements that pertain to non-profit organizations and GASB standards and reporting requirements that relate to government accounting.
- 518 Advanced Accounting Primary emphasis is on accounting for corporate acquisitions and consolidations, with substantial discussion of accounting for partnerships and an overview of accounting for governmental and not-for-profit organizations. Also covered: interim financial reporting and segmental reporting. Blends theory and practice. Discusses the theory behind procedures and identifies the GAAP in current use. Also see Enrollment Requirements.
- 519 Taxation I A study and analysis of federal income taxation of individuals. Topics involve gross income, deductions and losses, special tax computation methods and tax credits and property transactions with emphasis on nature of gain or loss, basis, capital gains and losses and recapture provisions. Stresses tax planning; a comprehensive tax return problem provides exposure to tax preparation requirements. Also see Enrollment Requirements.

- 520    Taxation II    A study and analysis of the federal income taxation consequences to partnerships, corporations, and shareholders. Federal estate and gift taxes also addressed. Topics include capital structure, distributions, liquidations and reorganizations of corporations, Sub-chapter S corporations and special corporate problems. Partnership formation operation, distributions and transfers. The inter-relationship between the gift and estate tax provision. Also see Enrollment Requirements.
- 522    Advanced Auditing    Targets tasks and procedures performed by an experienced auditor on a client engagement. Learn to effectively perform audit procedures such as analytical procedures and fraud procedures. Additional topics include: updating internal control documentation, performing "walk-throughs", price testing of inventory, valuation testing for accounts receivable, and analysis of lease transactions. Also, provides skill training on select key foundational skills necessary for success in the public accounting profession.
- 525    Accounting & Budgeting Systems    Examines the practical approaches to the designing, implementing and evaluating the appropriate internal controls and audit trails in integrated accounting systems. Covers specific accounting cycles and current best practices in computerized transaction processing. Also, examines the effect the Internet has on current business best practices and its financial, internal controls and audit trail implications with regard to accounting information systems. Prerequisites: ACCT 305 and ACCT 306.
- 530    Forensic Accounting    An introduction to the type of work and skills required to perform forensic and investigative accounting. The class will cover who commits fraud and why as well as the types of fraud, including financial statement fraud, income tax fraud, identity theft and employee fraud. Instruction will include guest presentations from an FBI agent, Criminal Tax Investigator

and Bankruptcy attorney. Students will learn various techniques to prevent fraud, and if not prevented how to detect fraud. Topics will also include fundamental investigative techniques with an emphasis on computer analysis of financial transactions.

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| 540 | Advanced Forensics                                | <p>Focuses on developing current and advanced knowledge of analysis of fraudulent financial statements and detection using electronic analysis. Covers legal issues that arise during investigations and the forensic accountant role in the litigation process. Via a case study and project, enhances student investigative skills. Develop advance knowledge in technical proficiency, communications, research and global prospective.</p>  |
| 575 | International Accounting                          | <p>FASB standards of accounting translation for foreign currency transactions and investment, comparative analysis of accounting standards and procedures for Common Market, Commonwealth, Japan and Third World nations, and standards issued by IASC. Readings supplemented by study of cases and solution of problems. Also see Enrollment Requirements.</p>   |
| 580 | Legal Aspects of Accounting, Auditing and Finance | <p>Introduces accounting and other business students to the most important business/legal issues. Covers various legally-intensive topics in which Generally Accepted Accounting Principles (GAAP) and Generally Accepted Auditing Standards (GAAS) come into play, frequently involving federal and state law requirements. The ongoing convergence of GAAP and the International Financial Reporting Standards (IFRS) is also be discussed. Other major subject areas examined include state laws and general contract laws impacting companies' financial structure and transactions, such as companies' securing debt financing, issuing shares of stock and declaring dividends.</p> |

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| 582 | Financial Statement Analysis | Examines how the differential application of accounting methods and estimates affect reported earnings, stockholders' equity, cash flow, and various measures of financial performance. Also, explores how the supplementary data contained in financial reports can be used to adjust financial statements and measures of financial performance to make them more comparable, consistent, and more reflective of economic reality. The emphasis of the course is upon the use of information derived from analyzing financial statements to make investment, credit and valuation decisions. |
| 591 | Special Topics in Accounting |  |
| 595 | Internship                   | Student works as an intern (part-time, with or without pay) with a local firm or government agency, gaining on-the-job experience in a field related to the student's academic pursuit. Performance evaluated on basis of periodic reports from supervisor and submission of a term paper, the subject matter of which is preapproved by the academic adviser.   |
| 650 | Graduate Seminar             | An ongoing confrontation between the student and contemporary accounting problems. Designed so that the student may interpret, analyze, evaluate, and draw equitable conclusions about, and develop a superior perspective on, both the theoretical and practical accounting environment within contemporary constructs. Viewed as a culmination of the master's program in accounting.  |

## ECON

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| 501 | Ethics in Business and Economics | Examination of current and classical issues in business ethics. Application of moral standards, theories of ethics, selected Catholic social teaching and theories of economic justice to the evaluation of domestic and international business behavior. Discussion of rights and obligations of workers, organizations and consumers. Review of the ethical |
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- foundations of contemporary capitalism, the moral status of the corporation and the social responsibility of business. Also see Enrollment Requirements.
- 540 Economics of Development and Institutions Covers different theories and strategies for economic development with special emphasis on such issues as growth, income distribution and the role of population. Free markets versus centralized planning analyzed in light of recent experience. Special attention also to international trade and finance and the Third World debt crisis. Also see Enrollment Requirements.
- 541 Family and Economic Growth Addresses the relevance of the family for economics. Includes the study of the family's role in the economy, its connection with human, social and moral capital and how the different types of capital shape the path of economic growth. Also see Enrollment Requirements.
- 542 Introduction to Economic Forecasting Emphasizes the analytical and practical dimensions of learning how to work with large-scale forecasting models in predicting the behavior of major macroeconomic variables such as GDP, inflation, employment and interest rates. Analytical emphasis on time-series modeling; practical emphasis on hands-on applications using a large-scale econometric forecasting model of the United States economy and an introduction to the use of major private sector and governmental statistical series used in judgmental forecasting. Designed both for economics and management majors at graduate and advanced undergraduate levels and for those desiring a business-oriented approach to macroeconomics less theoretical in content than 241. Also see Enrollment Requirements.
- 543 Labor-Management Relations Analyzes the economic and institutional aspects of collective bargaining and their impact on the economy. Focuses on attitudes and policies of unions and management, negotiation and grievance procedures in both unionized and non-unionized

firms and public policies toward collective bargaining. Also see Enrollment Requirements. Also see Enrollment Requirements.

- 545 Experimental Economics  
Experimental economics studies economic and social behavior in a controlled laboratory or field environment. The course covers the methodology of experimental economics and its application to testing and analyzing various economic and social institutions and environments and the incentives they create. The course content includes a comprehensive overview of the existing literature in experimental and behavioral economics. The students will both participate in experiments first-hand in order to gain an in-depth understanding of experiment design and will design their own experiments as part of their research and evaluation projects.
- 551 Economic Development of Latin America  
An exploration of the economic conditions of Latin America since World War II with special emphasis on current programs and policies aiming at the acceleration of economic development. Major attention to such problems as trade, inflation, industrialization, income distribution and integration. Also see Enrollment Requirements.
- 552 European Economic Environment and Integration(Leuven)  
Characteristics of West European economics. Traditional theories of integration; free trade, customs union and common market. The main common policies; CAP, EMS, industrial policy, the budget, and cohesion. External economic relations of the EC.
- 561 Mathematical Economics  
Topics include matrix algebra, Cramer's rule, Jacobean determinants, inverse functions, total differentials, the implicit function theorem, derivatives of general functions, relative extrema with several variables, quadratic forms, concave and convex functions, constrained maximization and bordered Hessian, quasi-concavity and quasi-convexity. Emphasis on mathematical modeling of intermediate level economic theory

and comparative statics of such models. Also see Enrollment Requirements.

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| 563 | Principles of Econometrics | ECON 563 Econometric Models (3)<br>Lecture Construction and testing of economic models: Regression theory, parameter estimation, and statistical techniques applicable to economic models.  |
| 564 | Benefits & Compensation    | Examines the integral parts of total compensation packages as they exist within the various economic sectors. Rationale for design and implementation of cost-effective compensation benefits programs. Explores specifics of wage and salary program structure and administration within the framework of existing business and economic climates. Also see Enrollment Requirements.   |
| 580 | International Trade        | This advanced undergraduate course develops basic theories of international trade, migration, and capital movements, and uses them to address policy issues. By the end of the semester, you should be able to answer questions such as: Why is there trade among countries? What determines the pattern of trade? Do countries gain from trade? How much? Are there losers from trade? What are the effects of trade on employment and wages? What determines migration and FDI, and what are their effects on a country's welfare? What is the relationship between outsourcing, trade and FDI? |
| 581 | International Finance      | Topics include foreign exchange markets and balance of payments statistics, multinational banking and Eurocurrency markets, the monetary approach to balance of payments adjustments, internal and external balance through monetary and fiscal policy, the international monetary system, the need for a national monetary system and the need for a new international economic order. Also see Enrollment Requirements.   |
| 582 | Economic Integration       | Concerned with understanding the nature of the integration movement   |

	Movements	over the past ten years. Specifically, studies the major economic blocs, analyzing their structural development, similarities and differences, as well as the consequences for growth, monetary and fiscal policies and financial markets. Concludes with an evaluation of the impact these blocs have on the rest of the world. Also see Enrollment Requirements.
583	History of Economic Thought	ECON 583 History of Economic Thought (3) Lecture Concentrates on the development of economic thought primarily from the sixteenth century to present day. Reading and discussion of classical sources in political economy raise questions about roles of ideology, science, philosophy in the evolution of different schools of economic thought. Intended to provide opportunity for students to formulate, articulate, and justify a personal response to these questions.
584	Economics and Finance in Emerging Markets	Analyzes the most salient features of emerging economies. These include prospects for economic growth, how to deal with volatility, exchange rates and currency crises, inequality and political stability and currency, country and political risk. Also see Enrollment Requirements.
595	Internship	Student works as an intern (part-time, with or without pay) with a local firm or government agency gaining on-the-job experience in a field related to the student's academic pursuit of economics and business. Performance is evaluated on the basis of periodic reports from supervisor and submission of a term paper, the subject matter of which is approved by the academic adviser.
648	Growth & Development Theory	A comparative analysis of theories of growth and development. Presents different theoretical topics: models of economic growth, models of interaction between technological and institutional changes and economic growth and the interaction between consumption, capital formation and welfare aspects of economics. Also

see Enrollment Requirements.

- 661    **Advanced Mathematical Economics**      Difference and differential equations, stability properties of dynamic systems, optimization over time, the calculus of variations, dynamic programming, optimal control and the maximum principle. The application of dynamic optimization techniques to models of capital accumulation and economic growth. Introduction to stochastic models. Also see Enrollment Requirements.
- 662    **Graduate Statistics**      Designed to provide graduate students with extensive exposure to methods of estimation and testing of hypothesis of economic relationships. Covers distribution theory and its application in simple and multiple equation models and the limitations of the models. Introduces computer programs to solve statistical problems. Also see Enrollment Requirements.

#### **IEDM**

- 501    **Accounting Concepts and Applications**      The course covers the use of accounting as a management tool. It includes the strengths and limitations of accounting as an information system, the role of accounting in management, planning and control, and the usefulness of accounting data for evaluating the results of operations and decision-making. Topics also include cost concepts, profit planning, budget decision techniques, planning pricing decisions, inventory control, quantitative decision techniques, as well as the introduction to development of accounting and budgeting information systems based on quantitative data processing. Provides a firm foundation in accounting - the language of business - which will help the student to (a) understand and use the results in managerial decision-making and (b) financially evaluate a wide range of programs to achieve and integrate economic development. When you work on the ground, you need a good set of indicators and a very robust set of tools to measure success. Accounting is a key tool and the

perfect window through which to see how economic events affect organizations and their developmental efforts. The accounting process entails the: recording of financially measurable events in the life of a business, reporting of those events to outside stakeholders (investors, creditors, regulators, employees), and assessing the quality of the financial position of an organization.

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| 502 | Grant Research and Writing for International Development | <p>This one-credit graduate course is designed to introduce students to the grant research and writing process, teach the components of a successful grant proposal, and improve students' writing and communication abilities, with particular attention to presentation skills. Lectures and assigned readings cover the principles of clear and persuasive writing as well as the process of moving a grant proposal from idea to submitted proposal to sustainable project. Students will review principles of effective writing, develop the ability to analyze a grant proposal, and learn how to present proposal information persuasively in a variety of formats, including verbal presentations and written grant proposals</p> |
| 503 | Career Placement Readiness Workshop                      | <p>This non-credit graduate course will prepare students to seek professional employment in the areas of Integral Economic Development. The course will emphasize on identifying one (or a set of) target professional positions and preparing for interviews with the organization targeted. This course will give practical instruction on preparing and discussing the contents of a CV, sources to identify professional position openings, ways to contact the institution to set up interviews, prepare for the interviews and follow up.</p>   |
| 505 | Introductory Accounting                                  | <p>Designed for both users and producers of accounting data. Balanced coverage of procedures used to prepare financial statements, the measurement theories underlying the procedures, and the economic environment in which accounting</p>   |

operates. Analysis of financial statement information. Minimal focus on bookkeeping techniques, but includes adequate conceptual preparation in accounting processes for students intending to take additional courses. Also see Enrollment Requirements.

- 510 Foundations of an Ethical Integral Social and Economic Development
- The course examines current and classical ethical issues in economic development and management. It studies the application of moral standards, theories of ethics, Catholic Social Teaching, and applies theories of economic justice to domestic and international economic and management issues in economic development implementation. It also discusses rights and obligations of workers, organizations, and consumers and reviews ethical foundations of contemporary capitalism, the moral status of the operations of corporations in developing environments, and the social responsibility of business, civil societies, and governments.

- 520 The Politics of Development Policy
- How do good ideas become public policy? For any interesting development question, a large number of solutions are often proposed. So what determines which ideas are finally implemented? Why do some reforms succeed in one country and fail in another? How do policymakers, international donor organizations and their partners in think tanks, civil society, advocacy groups, the media and others ensure that one policy gets implemented over another? Regardless of the intellectual merit of an idea or solution, often the most important part of the answer is related to politics and the competition among interest groups in different institutional settings. This course will help future policymakers and those evaluating their impact to have greater understanding and awareness of political dynamics (including those within bureaucracies), a greater ability to communicate ideas to a variety of publics, and develop an understanding of the mechanics of coalitions needed to get ideas implemented. The course

will use case studies and readings that illustrate political aspects of contemporary reforms and initiatives in developing countries around the world.

- 521 Global Agriculture and Health This course introduces different economic and managerial aspects of the relationships between health and economic development. It presents the technical aspects and measurements use to establish the relations between health, development and equity in different countries as well as major health issues such as tropical diseases, insufficient health coverage, access to safe water and sanitation, immunication, aging and AIDS. It will also addres economic and managerial aspects of dietary nutrition assessment of individuals and populations. How these aspects of nutrition influence decisions on food distribution in developing countries and the role of governmental, multilateral agencies and not-for-profit programs. It also studies economic and managerial ttechniques to reduce or prevent malnutrition and diseases at community, national and international levels. Also see Enrollment Requirements.
- 522 Development Aspects of Energy and Environment This course introduces different economic and managerial aspects of the relationships between energy, environment, and sustainable development. The course examines the interplay between environment, energy, and technology and its effects on policy at different levels. It also addresses current issues such as biodiversity, energy sources and alternatives, deforestation, climate change, economic growth, and ecological sustainability.
- 523 Global Education and Community Development Policies This course addresses economic and managerial issues related to development practices at the civil society level. It explores economically efficient ways of fostering civic initiative and cooperation within different cultural contexts as well as pro-active and efficient problem solving within communities to

generate local ideas for economic development and civil society building. The course emphasizes the importance of education to economic and social development, the challenges of delivering quality education in developing countries and practical approaches to improve educational outcomes and community development.

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| 525 | Public Policy                       | This course applies the concepts and tools of economics to analyze the role of government intervention, its justification, and implications for efficiency and fairness, under different policy areas. It also explores the political and practical aspects of managing major policy change through the public policy process. It addresses the crucial skills of commissioning, interpreting, and communicating policy analysis.   |
| 530 | Development and Practice Seminar I  | A non-credit series of lectures by experts in the field of economic development, it serves as a valuable asset for the students to gain knowledge on current issues in the field, as well as job and networking opportunities.  |
| 531 | Development and Practice Seminar II | A non-credit series of lectures by experts in the field of economic development, it serves as a valuable asset for the students to gain knowledge on current issues in the field, as well as job and networking opportunities. A student only registers for 531 after having completed a semester's enrollment in 530.  |
| 540 | Integral Economic Development       | This course covers different theories and strategies for economic development, with special emphasis on such issues as growth, income distribution, and the role of population. Free markets versus centralized planning analyzed in the light of recent experience. Special attention is also paid to international trade and finance. It also includes the techniques developed in economics to incorporate an interdisciplinary approach to economic analysis, so to capture historical, sociological, political, and psychological aspects as well as the |

role of culture, and institutions in the social and economic development process. Among others, it studies statistical techniques to measure human, social, and moral capital, democratic transition and consolidation, civil society, and rule of law.

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| 543 | Applied Econometrics I | <p>This course provides an introduction to basic econometric methods. Econometric analysis consists in the use of statistical methods for estimating and testing economic relationship. The first part of the course reviews basic mathematical tools and fundamentals of probability, mathematical statistics, and basic concepts of matrix algebra. The core of the course is focused on the linear regression model and the violation of its assumptions. A preview of time series methods as well as more advance topic such as models for limited dependent variables will also be part of the course.</p> |
| 546 | Neuroeconomics         | <p>This course provides an introduction to experiments and aspects of experimental economics as well as the econometrics of it. The first half of the course will discuss mechanistic experiments, experimental economics, behavioral economics, neuroeconomics, and integral economics. The second half of the course will go through the econometrics of experiments and some selected methods used for impact evaluation.</p>  |
| 547 | Integral Economics Lab | <p>Students need more hand on practice and time to work on their applied econometric/computer skills. This is very important for carrying out successfully their future work. This class will cover that need.</p>  |
| 550 | Program Management     | <p>This course examines project management roles and environments, the project life cycle and various techniques of work planning, and control and evaluation to achieve project objectives with the perspective of the relevance of strengthening institutions and an ethical behavior. It addresses common challenges in the</p>  |

administration of government programs. The tools currently available to project managers are discussed systematically and comprehensively throughout this course. It covers the different facets of project design and development as well as the scope and limitations of current evaluation techniques, including economic, political, social, and administrative factors. It also studies methodological approaches for design, data collection, analysis, and dissemination of results, as well as normative criteria for assessing public projects and policy changes.

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| 551 | Public Financial Management                 | <p>This course covers public budgeting and financial management of central and local governments and public organizations. The course covers how public resources are allocated and the role that government plays in the economy. Specific topics covered include: (i) budgeting, expenditure, revenue, and borrowing decisions; (ii) capital markets and debt management; (iii) fundamentals of financing, structuring, privatizing, and regulating public projects; (iv) intergovernmental relations and private-public partnerships; and (v) the economic base and needs of the community and the nexus of the economic system and development efforts. The course pays particular attention to challenges and solutions in the financing of development initiatives, addressing: (i) how, whether, and when to increase private participation in the development, investment, and operation of public projects; (ii) how to regulate the pricing and the quality of public projects; and (iii) how to finance and value public project assets.</p> |
| 552 | International Organizations and Development | <p>This course (known as "International Organizations") will examine the role of international organizations in development work. It will explore the promotion and protection of internationally recognized human rights norms and their consequences in programs related to international cooperation for development. In</p>   |

particular, the course will focus on the history and function of international organizations, including the protection of human rights, and their relationship to sustainable development and political concerns.

- 555    Infrastructure Planning and Policy    The course addresses the provision or lack of water, sewerage, electricity, and information in developing countries. It explores the environmental and social impact of contemporary infrastructure planning from different perspectives. It discusses the driving forces behind infrastructure planning and delivery, and the causes for their uneven distribution, the roles of urban planners and other stakeholders in choosing the approach to meet infrastructure needs of urban residents. Some of these topics include the balance between centralized and decentralized approaches to infrastructure delivery, the privatization of basic social services, and the role of local and community-based approaches to infrastructure delivery.
- 561    Managing Not-for-Profits    This course addresses the management skills and tools necessary for building and growing not-for-profit organizations, and management and leadership best practices. It includes mission and goal setting, fundraising, strategy formulation, governance, and organization design. It also explores the techniques and skills necessary to identify opportunities, motivate employees, and mobilize resources to exert influences and effective change in society. Special emphasis is given to the strengthening of institutions in a context of social and economic development.
- 562    Survey Design    This course provides an introduction to survey methodology and design. The course covers the full process that goes from designing, conducting, analyzing and evaluating sample surveys. After a brief introduction, we will learn how to design a survey, methods available for data collection, how to evaluate survey questions,

how to proceed with the interviews, how to deal with post-collection of survey data. Taken together with Applied Econometrics and Integral Neuroeconomics, this course serves as one of the three pillars for the student to develop their individual applied research project.

571    Advanced  
Macroeconomics    The course analyzes the determinants of aggregate demand and supply and their interactions in an open economy. The course will examine, among others, theoretical and empirical aspects of consumption, investment, and government. Short-run and long-run income determination, monetary and fiscal policies to meet inflation and employment targets, growth theory, and their connection to the balance of payments and exchange rates as well as theory growth and institutions in a context of developing economies.

594    Independent Study

594S   Independent Study

697A   Project Guidance

697B   Project Guidance II

698A   Master's  
Comprehensive  
Examination  
(w/Classes)       Exam to complete the requirements for completing the master's program

698B   Master's  
Comprehensive  
Examination (w/o  
Classes)       Enrollment in this course bills at the equivalent of one credit hour. Exam to complete the requirements for completing the master's program, for students who have finished all classes required.

## **IEDP**

501    Accounting  
Concepts and  
Applications       The course covers the use of accounting as a management tool. It includes the strengths and limitations of accounting as an information system, the role of accounting in management, planning and control, and the usefulness of accounting data for evaluating the results of operations and decision-making. Topics also include cost concepts, profit planning, budget decision techniques, planning

pricing decisions, inventory control, quantitative decision techniques, as well as the introduction to development of accounting and budgeting information systems based on quantitative data processing. Provides a firm foundation in accounting - the language of business - which will help the student to (a) understand and use the results in managerial decision-making and (b) financially evaluate a wide range of programs to achieve and integrate economic development. When you work on the ground, you need a good set of indicators and a very robust set of tools to measure success. Accounting is a key tool and the perfect window through which to see how economic events affect organizations and their developmental efforts. The accounting process entails the: recording of financially measurable events in the life of a business, reporting of those events to outside stakeholders (investors, creditors, regulators, employees), and assessing the quality of the financial position of an organization.

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| 502 | Grant Research and Writing for International Development | <p>This one-credit graduate course is designed to introduce students to the grant research and writing process, teach the components of a successful grant proposal, and improve students' writing and communication abilities, with particular attention to presentation skills. Lectures and assigned readings cover the principles of clear and persuasive writing as well as the process of moving a grant proposal from idea to submitted proposal to sustainable project. Students will review principles of effective writing, develop the ability to analyze a grant proposal, and learn how to present proposal information persuasively in a variety of formats, including verbal presentations and written grant proposals</p> |
| 503 | Career Placement Readiness Workshop                      | <p>This non-credit graduate course will prepare students to seek professional employment in the areas of Integral Economic Development. The course will emphasize on identifying one (or a set of) target professional positions</p>  |

and preparing for interviews with the organization targeted. This course will give practical instruction on preparing and discussing the contents of a CV, sources to identify professional position openings, ways to contact the institution to set up interviews, prepare for the interviews and follow up.

510 Foundations of an Ethical Integral Social and Economic Development

The course examines current and classical ethical issues in economic development and management. It studies the application of moral standards, theories of ethics, Catholic Social Teaching, and applies theories of economic justice to domestic and international economic and management issues in economic development implementation. It also discusses rights and obligations of workers, organizations, and consumers and reviews ethical foundations of contemporary capitalism, the moral status of the operations of corporations in developing environments, and the social responsibility of business, civil societies, and governments.

520 The Politics of Development Policy

How do good ideas become public policy? For any interesting development question, a large number of solutions are often proposed. So what determines which ideas are finally implemented? Why do some reforms succeed in one country and fail in another? How do policymakers, international donor organizations and their partners in think tanks, civil society, advocacy groups, the media and others ensure that one policy gets implemented over another? Regardless of the intellectual merit of an idea or solution, often the most important part of the answer is related to politics and the competition among interest groups in different institutional settings. This course will help future policymakers and those evaluating their impact to have greater understanding and awareness of political dynamics (including those within bureaucracies), a greater ability to communicate ideas to a variety of publics, and develop an understanding of the mechanics of coalitions needed

to get ideas implemented. The course will use case studies and readings that illustrate political aspects of contemporary reforms and initiatives in developing countries around the world.

- 521 Global Agriculture and Health This course introduces different economic and managerial aspects of the relationships between health and economic development. It presents the technical aspects and measurements use to establish the relations between health, development and equity in different countries as well as major health issues such as tropical diseases, insufficient health coverage, access to safe water and sanitation, immunization, aging and AIDS. It will also address economic and managerial aspects of dietary nutrition assessment of individuals and populations. How these aspects of nutrition influence decisions on food distribution in developing countries and the role of governmental, multilateral agencies and not-for-profit programs. It also studies economic and managerial techniques to reduce or prevent malnutrition and diseases at community, national and international levels. Also see Enrollment Requirements.
- 522 Development Aspects of Energy and Environment This course introduces different economic and managerial aspects of the relationships between energy, environment, and sustainable development. The course examines the interplay between environment, energy, and technology and its effects on policy at different levels. It also addresses current issues such as biodiversity, energy sources and alternatives, deforestation, climate change, economic growth, and ecological sustainability.
- 523 Global Education and Community Development Policies This course addresses economic and managerial issues related to development practices at the civil society level. It explores economically efficient ways of fostering civic initiative and cooperation within different cultural contexts as well as pro-active and efficient problem

solving within communities to generate local ideas for economic development and civil society building. The course emphasizes the importance of education to economic and social development, the challenges of delivering quality education in developing countries and practical approaches to improve educational outcomes and community development.

525 Public Policy This course applies the concepts and tools of economics to analyze the role of government intervention, its justification, and implications for efficiency and fairness, under different policy areas. It also explores the political and practical aspects of managing major policy change through the public policy process. It addresses the crucial skills of commissioning, interpreting, and communicating policy analysis.

527 Epidemiology and Public Policy The purpose of this course is to familiarize and engage students in the dynamics of policy and economic development that addresses disease or the health status of the population. Effective policies include actions that enable policy goals to be achieved and therefore, should include a means of translating policy decisions into effective programs. Policies that have not been realized through program implementation represent failures and should stimulate interest in understanding why the policies remained barren. In this course, the student will define the problem with respect to ¿who, what, when, where and why¿ to determine whether the problem requires a policy solution. If yes, the student will determine the best options using the integral approach, will determine stakeholders, supporters of the policy, the cost of implementing the policy and the expected impact of the policy. The course builds on the basic principles and concepts of epidemiology from IEDM 521 that relates to the design, analysis and interpretation of epidemiological studies. Students are expected to understand and apply measures of disease incidence and

prevalence (e.g. risk, rate, odds) and measures of effect (e.g. relative and absolute risk). Students should also be able to demonstrate an understanding of the basic principles underlying different study designs and interpret epidemiological data, to critically interpret evidence and assess causality.

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| 530 | Development and Practice Seminar I  | A non-credit series of lectures by experts in the field of economic development, it serves as a valuable asset for the students to gain knowledge on current issues in the field, as well as job and networking opportunities.  |
| 531 | Development and Practice Seminar II | A non-credit series of lectures by experts in the field of economic development, it serves as a valuable asset for the students to gain knowledge on current issues in the field, as well as job and networking opportunities. A student only registers for 531 after having completed a semester's enrollment in 530.  |
| 540 | Integral Economic Development       | This course covers different theories and strategies for economic development, with special emphasis on such issues as growth, income distribution, and the role of population. Free markets versus centralized planning analyzed in the light of recent experience. Special attention is also paid to international trade and finance. It also includes the techniques developed in economics to incorporate an interdisciplinary approach to economic analysis, so to capture historical, sociological, political, and psychological aspects as well as the role of culture, and institutions in the social and economic development process. Among others, it studies statistical techniques to measure human, social, and moral capital, democratic transition and consolidation, civil society, and rule of law. |
| 543 | Applied Econometrics I              | This course provides an introduction to basic econometric methods. Econometric analysis consists in the use of statistical methods for estimating and testing economic  |

relationship. The first part of the course reviews basic mathematical tools and fundamentals of probability, mathematical statistics, and basic concepts of matrix algebra. The core of the course is focused on the linear regression model and the violation of its assumptions. A preview of time series methods as well as more advance topic such as models for limited dependent variables will also be part of the course.

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| 544 | Applied Econometrics II                     | This course builds from the topics taught in Econometrics I. The goal of the course is to provide students with a deeper understanding of the evaluation methods taught in Econometrics I as well as to introduce time series analysis. The course also aims to test the students' understanding through the critique and review of articles as well as writing a paper.  |
| 546 | Neuroeconomics                              | This course provides an introduction to experiments and aspects of experimental economics as well as the econometrics of it. The first half of the course will discuss mechanistic experiments, experimental economics, behavioral economics, neuroeconomics, and integral economics. The second half of the course will go through the econometrics of experiments and some selected methods used for impact evaluation. |
| 547 | Integral Economics Lab                      | Students need more hand on practice and time to work on their applied econometric/computer skills. This is very important for carrying out successfully their future work. This class will cover that need.   |
| 552 | International Organizations and Development | This course (known as "International Organizations") will examine the role of international organizations in development work. It will explore the promotion and protection of internationally recognized human rights norms and their consequences in programs related to international cooperation for development. In particular, the course will focus on the   |

history and function of international organizations, including the protection of human rights, and their relationship to sustainable development and political concerns.

- 553    Public Finance    The course explores the financing and provision of public goods and the conditions under which market failures occur, with particular focus on the role of information asymmetries, uncertainty and externalities in developing countries. The course examines how differences in administrative capacity between developing countries and more advanced countries affect the nature and prevalence of these market failures and develops a framework for government policies, or other third parties such as non-governmental interventions, as responses to market failures in a developing country context. It also covers the basic concepts and techniques of public management: how to advance policy in a bureaucracy; how to structure organizations for optimum productivity; how to master budgetary and financial processes; how to communicate and be persuasive; how to develop and use effective management information systems; and how to manage human resources effectively.
- 554    Infrastructure for Development    The course addresses the policy, strategy, and practical application of critical infrastructure protection given the current risk exposure. It discusses the challenges and opportunities associated with infrastructure-related, public-private partnerships; information-sharing; risk analysis and prioritization; risk mitigation; performance metrics; program management; incident management; and long-term stability.
- 555    Infrastructure Planning and Policy    The course addresses the provision or lack of water, sewerage, electricity, and information in developing countries. It explores the environmental and social impact of contemporary infrastructure planning from different perspectives. It discusses the driving forces behind

infrastructure planning and delivery, and the causes for their uneven distribution, the roles of urban planners and other stakeholders in choosing the approach to meet infrastructure needs of urban residents. Some of these topics include the balance between centralized and decentralized approaches to infrastructure delivery, the privatization of basic social services, and the role of local and community-based approaches to infrastructure delivery.

556 Business  
Enterprise and  
Development

The course explores who are the entrepreneurs in developing countries; their sex, age, culture, education and economic and class background, social networks, and psychological traits among others. The course also addresses the conditions of entrepreneurship in the institutional environment in different regions and countries. Some of the topics include entrepreneurship and how can it be measured; characteristics of the successful entrepreneur; using Microfinance for entrepreneurs; the role of social networks, business networks and associations; entrepreneurship and employment creation for the youth; women entrepreneurs; particular challenges and opportunities; institutional environments conducive for entrepreneurship and how do they vary between different regions and countries.

562 Survey Design

This course provides an introduction to survey methodology and design. The course covers the full process that goes from designing, conducting, analyzing and evaluating sample surveys. After a brief introduction, we will learn how to design a survey, methods available for data collection, how to evaluate survey questions, how to proceed with the interviews, how to deal with post-collection of survey data. Taken together with Applied Econometrics and Integral Neuroeconomics, this course serves as one of the three pillars for the student to develop their individual

applied research project.

571    Advanced  
Macroeconomics    The course analyzes the determinants of aggregate demand and supply and their interactions in an open economy. The course will examine, among others, theoretical and empirical aspects of consumption, investment, and government. Short-run and long-run income determination, monetary and fiscal policies to meet inflation and employment targets, growth theory, and their connection to the balance of payments and exchange rates as well as theory growth and institutions in a context of developing economies.

572    Advanced  
Microeconomics    This course provides an in-depth analysis of supply and demand, the theory of the consumer and theory of the firm, with particular emphasis on public policy in developing countries. The course focuses on the determinants of consumer and firm behavior as well as the market and its failures with an integral approach. Key concepts include efficiency, opportunity cost, the role of incentives and marginal analysis.

594    Independent Study

594S    Independent Study

595    Internship

595A    Internship

697A    Project Guidance

697B    Project Guidance II

698A    Master's  
Comprehensive  
Examination  
(w/Classes)    Exam to complete the requirements for completing the master's program.

698B    Master's  
Comprehensive  
Examination (w/o  
Classes)    Enrollment in this course bills at the equivalent of one credit hour. Exam to complete the requirements for completing the master's program, for students who have finished all classes required.

## MSBA

501    Managing the  
Enterprise    Examines the high order thinking skills of successful Chief Executive's

exhibit in managing their enterprises. Whether it is a large public corporation, a small-to-medium private firm, the enterprise is a complex collection of risks and opportunities that must be managed intelligently. In order to understand various techniques for managing such complexity, we will examine the thinking and behaviors of some of the modern era's best Chief Executives in a wide variety of challenging real-world contexts. Through such examination, students will learn the powerful advantages of managing an enterprise simplistically through straightforward strategies, uncomplicated communications, and meticulous attention to operating details.

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| 502 | Accounting and Financial Analysis  | Provides a firm foundation in accounting - the language of business to help understand and use the results in financial reporting and managerial decision-making. The accounting process entails the: recording of financially measurable events in the life of a business, reporting of those events to outside stakeholders (investors, creditors, regulators, employees), and analyzing accounting information for individual proposals (e.g. make to buy, profit planning, etc.) Emphasis is placed on interpreting financial data and learning financial statement analysis through real business world situations. |
| 503 | Community to Quantitative Analysis | Introduces statistical analysis, applied specifically to business decision making (including probability theory, sampling estimation, inference, and hypothesis testing) and provides tools and practice in communicating the results of such analysis clearly and effectively in a business context.  |
| 504 | Integrated Marketing               | Explores managerial policies, strategies, and decisions regarding products/services, pricing, promotions, and distribution. The course examines major variables, both internal and external to the firm, which mutually interact and influence marketing decisions, and their impact on the human person and society.  |

Other topics include market analysis, new product development, implementation of marketing programs, and marketing ethics.

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| 505 | The Spirit of Enterprise: Commerce, Culture and Catholicism Through the Ages | Develops a comprehensive view of the contributions of business and not-for-profit enterprises, from a historical perspective. Examines to what extent the principles of solidarity, subsidiarity, and human dignity have been observed in the practice of commerce across the centuries. Draws implications for their application today through discussion of specific, complex and multi-faceted ethical and social issues in business.   |
| 511 | Applied Financial Management   | Provides a practical understanding of financial theory underpinning managerial decision making and enterprise valuation. Building upon MSBA 502 (Accounting and Financial Analysis), the course will first focus on revenue and expense forecasting (taking into account market structure, regulation, pricing and demand dynamics), operational and capital budgeting. The second half of the course will concentrate on valuing and financing an enterprise, addressing topics such as capital markets, time value of money, discounted cash flow and financial ratio analysis. A heavy emphasis will be placed upon hands-on P/L, B/S and CF modeling in excel. |
| 512 | Leadership as Service  | Successful business executives will conduct periodic interactive seminars relating their personal experiences in observing and practicing leadership traits. Each speaker will address one of the virtues that successful business people must embrace. This one credit hour series will allow the student access to people otherwise not available to them.   |
| 513 | Business Research Method   | Provides understanding of the methods and technologies involved in designing and conducting market studies, including data mining, competitive analysis and proprietary market/consumer research. Application of the information in identifying key insights and applying  |

the information in managerial decision-making is integrated throughout the course. Topics include the components of a business research project, competitive analysis using secondary/public domain research, data mining using existing research data, qualitative research, survey and experimental designs, questionnaire development and data analysis with statistical software packages. Guidelines for ethical research conduct are integrated in all aspects of the course.

- 514 Contemporary Business Issues Introduces the U.S. legal system from the perspective of a business leader who must understand how laws affect potential courses of action available to the enterprise. The course provides an overview of the laws pertaining to: corporations, agency, contracts, property, product liability, and personal injury. Learning occurs through the case method of teaching, using real-life legal cases that have been adjudicated in our national court system.
- 515 Team Field Study Capstone Project. Students work in teams to analyze a real world business problem under the guidance of a sponsoring company. Team develops solutions to the problem, drawing on the lessons learned in the classroom, and present their final recommendation to faculty and representatives from the sponsoring company.
- 516 Business Law
- 517 Operations Management
- 538 E-Marketing
- 546 Market Research
- 549 Personal Selling Formerly MGT 349.
- 598 Business Communications & Career Strategy This course is divided into two sections, a two credit hour communications course and a one credit hour career strategy course that meets on alternate weeks. Business communications is an advanced writing and presentation course

designed to improve the competence of those entering the business world. The emphasis on business communications is on clarity and conciseness and attention to detail. Career strategy will meet across both semesters and is designed to teach graduate students how to get the most value out of their internships and secure employment upon graduation. Includes career self-assessment skills, resume and cover letter writing skills, interviewing skills, how to build a professional network, how to develop and execute an internship search strategy that includes creating potential employer target lists, utilizing networking and online job search resources, developing a corporate persona, and transitioning into the corporate world post-graduation.

697 Career Development

698A Master's Comprehensive Examination (w/Classes)

698B Master's Comprehensive Examination (w/o Classes)

Enrollment in this course bills at the equivalent of one credit hour.

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