

*The Business School That Works*

*The College of Management*

# UMass Lowell

**Earn Your MBA Online, On Campus or Both**



**Ranked by “The Princeton Review” as one of America’s Best Business Schools.**

EARNED EXCELLENCE



THE BEST BUSINESS SCHOOLS  
IN THE WORLD



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# Master's Degree in Business Administration

The College of Management's MBA Program is designed to prepare managers to effectively lead organizations in rapidly changing and diverse regional, national, and global competitive environments. The curriculum integrates theory and practice for students through extensive use of case studies, actual industry projects, experiential learning techniques, and field programs applicable to a wide variety of commercial, industrial and not-for-profit settings. Students can either pursue a general program of study by selecting elective courses around their particular areas of interest, or they can pursue one of the three concentration areas in Finance, Accounting, or Information Technology.

The program offers smaller class sizes to ensure ample opportunity for interaction among students and faculty. Program faculty are highly-credentialed professionals who have extensive experience and scholarship in their respective fields. The program consists of 10 to 16 courses, depending on a student's educational background. The degree is available entirely online, on campus, or as a mix of online and on-campus courses.

## PROGRAM OUTLINE

*Number of courses required including the Foundation Courses: 16. Number of courses required if you have already fulfilled the Foundation Courses as part of your undergraduate studies: 10.*

### I. MBA Foundation Courses

Required only for students who didn't take the equivalent courses during their undergraduate coursework within the past five years with a grade of "B" or better. See page 7 to find out about using these foundation courses towards the Graduate Certificate in Foundations of Business.

*Required: Six 8-week courses (12 credits)*

- 60.501 Financial Accounting (2cr)
- 61.501 Business Financial Analysis (2cr)
- 62.501 Marketing Fundamentals (2cr)
- 63.501 Operations Fundamentals (2cr)
- 66.501 Organizational Behavior (2cr)
- 66.511 Global Enterprise and Competition (2cr)

### II. MBA Core Courses

*Required: 7 courses (21 credits)*

- 60.601 Accounting Information for Management Decisions (3cr)
- 61.601 Corporate Finance (3cr)
- 62.601 Analysis of Customers and Markets (3cr)
- 63.601 Management Information Systems (3cr)
- 63.671 Operations Management (3cr)
- 66.601 Managing Organization Design and Change (3cr)
- 66.691 Strategy Formulation and Implementation (3cr)

### III. MBA Electives or Concentration Courses

Students can choose either a generalized course of study by selecting any three .600/.700 level College of Management elective courses OR they can pursue one of the three concentrations below. A variety of concentration electives (but not all of them) are offered each semester. For assistance in selecting your electives, email [onlineMBA@uml.edu](mailto:onlineMBA@uml.edu) or call 978-934-2848.

#### Accounting Concentration Sample Electives

*Required: 3 courses (9 credits)*

- 60.621 Tax Factors in Business Decisions (3cr)
- 60.622 Globalization and Accounting (3cr)
- 60.623 Relevant Accounting Issues for MBAs (3cr)
- 60.688 Current Topics in Accounting (3cr)

#### Finance Concentration Sample Electives

*Required: 3 courses (9 credits)*

- 61.610 Financial Market & Monetary Policy (3cr)
- 61.675 Financial Derivatives (3cr)
- 61.691 International Finance
- 61.735 Portfolio Investment and Security Analysis (3cr)
- 61.760 International Financial Management (3cr)
- 61.- - Special Topics in Accounting (3cr)

#### Information Technology Concentration Sample Electives

*Required: 3 courses (9 credits)*

*Choose three of the following:*

- 63.610 Information Technology (IT) Infrastructure (3cr)
- 63.620 System Design and Software Project Management (3cr)
- 63.630 Electronic Business for Managers (3cr)
- 63.640 Enterprise Systems Management (3cr)
- 63.688 Special Topics in Management Information Systems (3cr)
- 63.709 Independent Study in OIS (3cr)
- 63.- - Special Topics in Accounting (3cr)

**“Earning my MBA at UMass Lowell provided me with new career opportunities. Within weeks of graduation, I was able to secure a new job as a financial analyst for a large manufacturing company. Those who interviewed me said they were impressed I had recently received my MBA from UMass Lowell.”**

*– Lauren Miroshnikov  
MBA '09*



**A Note About Proctored Exams:** Some online courses may require proctored exams. Students living within a 60 mile radius of the University may need to come to campus to take the exam. Those living outside the 60 mile radius must arrange for a proctor so that they can take the exam from their remote location. For more information, visit [http://continuinged.uml.edu/online/proctor\\_requirements.htm](http://continuinged.uml.edu/online/proctor_requirements.htm)

## Frequently Asked Questions

### Q. CAN I WORK FULL TIME WHILE GETTING MY MBA?

A. Yes! The College of Management's MBA Program is designed for busy professionals. By offering courses in either the online or on-campus evening formats, this program provides the flexibility many working adults need to pursue a graduate degree. The key is learning how to budget your time. With a bit of organization, self-discipline and motivation, you can successfully complete course requirements and obtain your MBA, all while working full time. We advise our part-time students to start slowly, by taking one graduate course a semester, so that they can effectively gauge the demands of graduate study, and make adjustments as necessary.

### Q. HOW LONG DOES IT TAKE FOR MOST STUDENTS TO COMPLETE THE MBA PROGRAM?

A. Students generally take between two to five years to complete their program, depending upon how many courses they take each semester, and whether or not they have already completed the required Foundations Courses.

### Q. HOW SOON CAN I START TAKING COURSES?

A. You can start taking courses as early as the start of the next semester. You do not have to be formally admitted into the program before taking a limited number of courses. Courses are offered during the Fall (September-December), Spring (January-May), and Summer (May-August) semesters. Please see the instructions on the right "To Register for a Course" for more details.

### Q. DO I NEED TO TAKE THE GMAT?

A. Normally, yes, the Graduate Management Admissions Test (GMAT) is required for admission to the MBA Program.\* The GMAT is not required for admission to the Graduate Certificate in Foundations of Business.

### Q. HOW MUCH DOES THE MBA PROGRAM COST? WHAT ARE THE FEES?

A. Please email the College of Management at [mba@uml.edu](mailto:mba@uml.edu) for the current tuition rate schedule, which includes both online and on-campus tuition information. You may also look up the online graduate MBA tuition rate at <http://continuinged.uml.edu>.

### Q. AM I ELIGIBLE FOR FINANCIAL AID AT UMASS LOWELL?

A. You are eligible for financial aid if you are matriculated (fully accepted) in a degree-granting program or approved certificate program and are a United States citizen or have permanent visa status. Currently, international students are not eligible for financial aid. Check UMass Lowell's financial aid website to explore the available options at <http://www.uml.edu/financialaid>. You can also contact the Financial Aid Office at 978-934-4220.

### Q. CAN I TRANSFER GRADUATE CREDITS FROM ANOTHER UNIVERSITY?

A. Under certain circumstances, graduate credits earned from another AACSB accredited business school may be transferred. For more information, contact the College of Management at 978-934-2848.

### Q. HOW DOES THE PRINCETON REVIEW RANK GRADUATE INSTITUTIONS?

A. In order for a school to appear in The Princeton Review's ranking, a university must meet The Princeton Review's criteria for academic excellence.

### Q. WHAT IS AACSB ACCREDITATION?

A. The AACSB International (Association to Advance Collegiate Schools of Business) is the world's premier accrediting agency for bachelor's, master's and doctoral degree programs in business administration, management and accounting.

\*Exceptions are allowed for students who complete all 12 credits in the certificate program with a GPA of 3.5 or above.

## Take Your First Step Towards Achieving Your MBA

### Apply Online at <http://www.uml.edu/grad>

Admission to the MBA program is open to students who have earned a four-year bachelor's degree and have completed the required undergraduate courses in *Microeconomics* and *Statistics*.

#### What You Will Need to Apply for Admission:

- A sealed official transcript of grades from your undergraduate institution should be mailed directly from that institution to: The Graduate Admissions Office, University of Massachusetts Lowell, 883 Broadway Street, Dugan Hall, Lowell, MA 01854-5130. Contact the Registrar's Office at your previous institution to request your official transcript.
- An official Graduate Management Admissions Test (GMAT) score – GRE scores are not accepted.
- Three letters of recommendation from employment-related sources. Download the "Letters of Recommendation Form" from <http://www.uml.edu/grad>.
- Your résumé, demonstrating a minimum of two years of full-time professional / managerial work experience.
- A one-page "Statement of Purpose" highlighting your academic and career goals and stating any specific areas of interest and experience that may be relevant to your graduate program.
- For citizens of non-English speaking countries, a score report for TOEFL with a 600 (paper based), 250 (computer based) or 100 (Internet based) minimum must be submitted. Visit <http://www.uml.edu/grad> for further details.



## To Register for a Course

You do NOT have to be enrolled in the program to take courses. Try a course before you apply...

**New students:** To register for a course, simply complete the "Non-Degree Course Registration Form" (available on either the Continuing Studies website or Registrar's Office website) and fax it to 978-934-4017. Once you're established in your first course, if you decide you want to pursue the MBA, you can apply for admission during your first semester.

**Current students:** Register online using your student account at <http://isis.uml.edu>

# Online Courses at UMass Lowell

UMass Lowell's online courses involve a mix of web, email, online chat and other Internet-based resources. For a demonstration of the online learning format, visit <http://continuinged.uml.edu/online>



## TECHNICAL REQUIREMENTS

To take an online course, you must have access to a computer and the Internet. Below are the minimum technical requirements for your equipment:

- **PC Users:** Windows 2000 or higher, Internet access, email address, Internet Explorer 6 or higher, or Firefox 1.5 or higher.
- **Macintosh Users:** OS 10.2 or higher, Internet access, email address, Safari 1.2 or higher, or Firefox 1.5 or higher.
- **Internet Connection:** All users should have a connection speed of 56K or higher.
- **Java** must be enabled and a compatible version must be installed.
- **Email:** If you use a web-based email account such as Yahoo or Hotmail, you need to be cautious about using a junk mail filter. You also need to be sure that you do not exceed your mail quota.
- **Pop-Up Blockers:** Pop-ups must be allowed in order to use certain features of the course such as chat, announcements and attaching files.

Some courses have additional software requirements and may require CD and/or DVD computer drives to run software. Please visit <http://continuinged.uml.edu/online> to find out if any additional software may be required for your course. Also check the "Tutorials & Software" section on the website for software tutorials, updates and downloads.

Prior to attending an online course, students should learn how to log onto their Internet service, use their web browser, send and receive email, and send and receive file attachments.

Online courses at UMass Lowell feature an easy-to-use interface. Students interact with faculty and classmates using a variety of web-based tools such as chat, email and threaded discussion boards.



# Course Descriptions

## MBA CORE COURSES

*Note: Prior to taking the MBA Core Courses, students must have completed the Foundation Courses on page 7 or their equivalent. See page 2 for details.*

### 60.601 Accounting Information for Management Decisions

Focuses on the manager's view along with the accountant's view of the decision process and related quantitative and non-quantitative information needs. The course material examines accounting information that will achieve more efficient and effective outcomes. New strategic cost management models such as ABC and target costing are explored and contrasted with traditional cost approaches. 3cr.

### 61.601 Corporate Finance

Relates working capital strategy, capital investment analysis, long-term financing, and capital structure decisions in a risk-return framework to the dynamics of the firm and the market in which it operates. 3cr.

### 62.601 Analysis of Customers and Markets

Pursues the development of comprehensive and integrated marketing plans using industry/competitor analysis, market value chains, and forecasting. An emphasis is given to business-to-business marketing situations that require an in-depth analysis of the firm's complex organizational behavior and evolving buyer-seller relationship. 3cr.

### 63.601 Management Information Systems

Examines computer technologies, database management, and data communications as vehicles to improve and/or restructure business processes and decision making effectiveness to create competitive advantage. 3cr.

### 63.671 Operations Management

Examines the strategic and tactical operations processes of manufacturing and service firms that foster global competitiveness. This course focuses on traditional and newer approaches including just-in-time, total quality management, MRP, flexible manufacturing systems, and capacity management that lead to an integrated operations strategy. Cost reductions, flexibility, and market responsiveness are also considered. 3cr.

### 66.601 Managing Organization Design and Change

Examines how business enterprises are designed, managed and changed to operate efficiently and perform effectively within their competitive environments. It critically examines organizations that vary in terms of such characteristics as size, complexity, goals, and technology as they operate under different circumstances and at various stages of their life cycles. The role and impact of individual managers receive particular attention. 3cr.

### 66.691 Strategy Formulation and Implementation

This capstone course reviews strategies for positioning a firm within its competitive environment. Fundamental concepts in strategic management; role of the CEO, levels and components of strategy, competitive analysis, and formulation and implementation of strategy are explored. Capstone course prerequisites: 60.601, 61.601, 62.601, 63.671 and 66.601. 3cr.

## CONCENTRATION COURSES & MBA ELECTIVES

Visit the website for the most current information on course availability and course descriptions.

### 60.621 Tax Factors in Business Decisions

This course is targeted at students who have not previously had significant exposure to taxation. The course will be presented using class discussion and problem solving. Most personal and business transactions have tax consequences. This course provides a solid understanding of basic federal income tax laws relating to individuals and business entities. Among the topics covered are an overview of tax policy; the federal tax system; identifying the proper taxpayer; determining income, etc.; taxable entities; tax-motivated transactions; and international, state, and local tax issues. The primary course resources will be a textbook and related problems/cases. 3cr.

### 60.622 Globalization and Accounting

Globalization of business influences accounting in areas like capital markets and standard setting, managerial accounting, and systems, with challenges coming from variations in the cultures, history, and politics of different regions of the world. Effective managers need to consider global opportunities and threats in their decision making. This course explores emerging international accounting issues such as global capital markets and the challenges of financial statement analysis, the impact of e-commerce and expanding supply chains on managerial accounting, and ethical issues resulting from the expansion of trade and commerce affecting accounting and information dissemination. 3cr.

### 60.623 Relevant Accounting Issues for MBAs

Significant and rapid changes in accounting rules are impacting the financial reporting and analysis that management uses to make business decisions. This course will explore the major topics that MBAs will face in the workplace and how they are changing the way companies and their business partners use, report, analyze, and interpret financial data. Topics covered will include International Financial Reporting Standards (IFRS), Extensible Business Reporting Language (XBRL), FAS 157 Fair Value Measurements, Post-Retirement Benefits, Revenue Recognition, and Financial Statement Disclosures. 3cr.

### 61.610 Financial Markets and Monetary Policy

This course examines the interactions between changing perceptions of macroeconomic conditions and movements in the prices and yields on financial market instruments. The orientation of this course is heavily institutional with emphasis on helping students develop a "Wall Street" perspective on asset choice and the likely impact of macroeconomic conditions and policies on financial market prices. At the same time, the dependence of macroeconomic policy outcomes on financial markets' expectations of future inflation and interest rates will be stressed. This course should help students understand the macroeconomic and policy determinants of the interest rate environment in which corporate financing decisions occur. 3cr.

### 61.675 Financial Derivatives

This course is an introduction to financial derivatives. The primary emphases are the valuation and practical application of these instruments for both hedging and speculation. Topics include the characteristics of options, forward contracts, futures, and swaps; arbitrage and the valuation of derivatives; creating value and profit diagrams; and the structure of the derivatives markets. Ethical and economic issues associated with the use of derivatives as reported in the current financial press will also be covered. 3cr.

### 61.691 International Finance

The international dimension of the finance function of the firm. Financial constraints of the international environment and their effect on the standard concepts of financial management. The techniques of adapting risk analysis to the international situation. Study of international currency flows, monetary systems, forward cover, and international banking policies. Prerequisite: Completion of Foundation Core. 3cr.

### 61.732 Financial Markets and Institutions

Analysis of the theory and practice of financial intermediation by institutions in the financial markets including debt, equity, and foreign exchange markets. Study of the role of financial intermediaries including commercial banks, investment banks, and brokers. Other topics include financial market policy making and regulation in financial markets with an aim to understanding the rationale and nature of such policies and regulations. 3cr.

### 61.735 Portfolio Investment and Security Analysis

Development of investment theory as applicable to portfolio management and securities selection. This course provides an introduction to securities and portfolios theories. The material covered will include: the money and capital market securities, security market indexes, computation of risk and return of assets and portfolios, capital asset pricing model and the security market line, bond and stock valuation, mutual funds, financial futures, options, and international investment issues. Prerequisite: Completion of Foundation Core. 3cr.

## On Campus Courses at UMass Lowell

Many students like to mix and match on-campus and online courses to get the best of both worlds when pursuing their education. While online courses are known for their flexibility and convenience, on-campus courses are popular for their traditional learning environment – enabling students and faculty to interact face-to-face.



### 62.615 Sustainable Marketing

Sustainable/green marketing aims to help marketers reinvent their strategies such that customers win (obtain genuine benefits), organizations win (achieve financial and other objectives), and ecosystems win (functioning is preserved or enhanced) at the same time. It focuses on integrating the clean technologies and waste management strategies for pollution prevention and resource saving into marketing decisions. Protecting ecosystems while minimizing the cost of doing so is a main concern of sustainable/green marketing. Protecting, preserving, and enhancing the environment are legitimized as a necessary part of the value-chain equation and a high-priority issue worthy of corporate commitment and support. This course covers the perspectives, issues, models, and methods for analyzing sustainable/green marketing concepts, practices, and business opportunities through case analysis and term projects. 3cr.

### 62.688 Current Topics in Marketing: New Product Development

Developing new products is perhaps the most challenging activity a business has to take on. It is new, it is risky, and it requires the participation of many different people from many different areas. Corporations use a variety of processes and methods to reduce risk, manage complexity, and tie the development of new products into their strategic objectives. Students will learn the basics of new product development by applying them to an actual new product opportunity, and we will map out the technologies required to develop it. Using this information, we will make the case for funding and then devise a plan for development and launch. This course will be valuable for students in management, marketing, finance, and technology. The greater the variety of student backgrounds, the richer and more comprehensive the project will be. Prerequisite: Completion of Foundation Core. 3cr.

### 63.610 Information Technology (IT) Infrastructure

This course examines in detail the two major technologies for establishing the Information Technology (IT) infrastructure in an organization: telecommunications/networking and data management. Topics include multi-user database environments, client/server architecture, the migration of legacy systems, network (WAN, LAN) design, deployment, and management, and role of the Internets, Extranets, and Intranets. Prerequisite: 63.601 or permission of instructor. 3cr.

### 63.620 System Design and Software Project Management

This course focuses on the integration of management concepts and software reengineering skills to make system projects successful. Students will engage in cost and benefit analysis, project planning, time management, and system creation in a system development life cycle using modern system analysis methodologies and design techniques covered in the course. Prerequisite: 63.601 or permission of instructor. 3cr.

### 63.630 Electronic Business for Managers / E-Commerce

This course provides a foundation on digital commerce and e-business for MBA students. It will cover both technological and managerial aspects of managing e-business operations in either a pure "dot.com" organization or traditional organization (bricks-and-click). Issues covered include interactive marketing and market-spaces, agent-based commerce and intelligent markets, electronic shopping carts, user interface issues, EDI transaction via Extranets, database interfaces, personalization and targeted communications, security, encryption, and payment systems, privacy, and intellectual property. Prerequisite: 63.601 or permission of instructor. 3cr.

# Course Descriptions

## CONCENTRATION COURSES & MBA ELECTIVES – *continued*

### 63.640 Enterprise Systems Management

This course will focus on Enterprise Resource Planning (ERP) systems that integrate information spanning the functional boundaries within an organization. ERP systems include SAP/R3, PeopleSoft, Oracle, and Customer Relationship Management (CRM) systems like Siebel, Tariva, etc. The goals of the course are to help students understand ERP systems and their underlying components and technologies, and the implications of implementing ERP in organizations. The course will cover management and technical issues during the pre-implementation, installation, and post-installation stages of the ERP and/or CRM software in an organization. Prerequisite: 63.601 or permission of instructor. 3cr.

### 63.688 Current Topics in Management Information Systems

This course will introduce students to the concepts and technologies on any emerging topic in the area of Information Systems like Knowledge Management, Data Mining, Information Privacy, IT Outsourcing and Off-shoring, Mobile Technology. Topics can change at each course offering. Prerequisite: Completion of Foundation Core. 3cr.

### 63.688 Current Topics in OM: Managerial Quality Control

American industry is at the start of a new industrial revolution, where management and labor roles must be refined. As part of this revolution, new emphasis is being placed on quality. Quality is becoming part of every manager's job. This course views quality control from the company wide perspective. It thus contains material on statistical process control (SPC), perhaps the most important tool for successful implementation of the new approach, some traditional quality topics (quality costs, quality assurance, quality information systems), and recent management theories and ideas such as Total Quality Control (Ishikawa), Seven New and Old Quality Tools, Deming's 14 steps to improvement, etc. Prerequisites: 63.601 or permission of instructor. 3cr.

### 63.688 Current Topics in MIS: Knowledge Management

This course explores how knowledge management (KM) has been adopted to identify, acquire, analyze, create, share, and use knowledge to enhance organizational productivity and competitiveness. KM capability is essential to an organization's knowledge transfer, adaptation to rapidly changing environments, and the creation of innovative new products and services. Knowledge management has emerged as a new discipline to improve organizational performance. KM has considerable appeal to high-tech firms as a strategy to improve group collaboration and support virtual teams and communities. Prerequisites: 63.601 or permission of instructor. 3cr.

### 63.709 Independent Study in Operations & Information Systems

An opportunity for the student to carry out individualized study relating to the field of management under the supervision of a member of the faculty. Prerequisite: Completion of Foundation Core and permission of instructor. 3cr.

### 66.677 Independent Study in Management

An opportunity for students to carry out individualized study relating to the field of Management under the supervision of a member of the faculty. Prerequisite: Completion of MBA Foundation Core and permission of instructor. 3cr.

### 66.645 Advanced Professional Communication

This applied course will further develop the communication skills necessary in the professional work place, especially speaking and writing. Students will prepare and present a variety of short to moderate length presentations and written assignments. These assignments simulate those encountered in the "real-world" including persuasive presentations, oral and written reports, media interviews, memoranda, and crisis situations. This class will also display the impact of newer technologies such as email and presentational software and the opportunities they present and constraints they place on effective communication. Supplemental course reading and materials will be included as appropriate. 3cr.

### 66.688 Current Topics in Management: Corporate Entrepreneurship

This course focuses on entrepreneurship in established companies. Corporate Entrepreneurship (CE) is a process by which companies adopt a conscious strategy to encourage creativity, innovation, outside-the-box thinking, experimentation and risk taking. As a result, companies promoting and implementing CE strive for competitive advantages in rapidly changing global markets. The course will cover components of CE, developing and implementing CE strategies and managing CE. Prerequisite: Completion of MBA Foundation Core. 3cr.

### 66.688 Current Topics in Management: Innovation and Emerging Technology

This course examines technological innovation and its relationship to value-creation and business strategy. Emphasis is placed on emerging scientific and technical innovations and the opportunities and challenges they present to both existing businesses and new venture entrepreneurs. The overall goal is to help the student to understand, appreciate and learn to manage the technology innovation process. Students examine innovation strategies, planning models, evaluation models, licensing and the commercialization process required to launch new businesses around innovative products and technologies.

### 66.688 Current Topics in Management: Global Strategic Sourcing

Sourcing strategy, commonly referred to as "outsourcing," has been a part of business for many decades. It is only in the last 15 years that it has received considerably more attention. Sourcing generally involves all functions of a business, including manufacturing processes. This course focuses on non-manufacturing activities such as information technologies and customer services. It provides a methodology for developing a business strategy for sourcing, developing an implementation plan, identifying potential suppliers (countries and vendors), selecting sourcing partners/vendors and managing these relationships. An emphasis will be placed on understanding all aspects of a sourcing strategy, such as hidden costs, organizational concerns, managing partners/vendors, cultural differences, measurements, and other factors. It includes real-life case studies of both successful and failed sourcing approaches and group projects.

### 66.688 Current Topics in Management: Managing Teams and Projects

Provides students with the knowledge and skills to effectively manage in the more flexible, team-oriented environment increasingly found in contemporary organizations. Emphasis on the dynamics of groups and how they are transformed into productive teams, strategies for systematic goal setting, building team structure, using the team as a basis for problem-solving, and facilitating team processes. The course focuses on today's smaller, "self-renewing" organizations, as well as on more traditional work group settings. 3cr.

### 66.688 Current Topics in Management: Mid-Management Skills for the New Business Environment

This is a reading and discussion course for advanced MBA students. It explores the new skill and performance requirements imposed on middle managers by globalization and technology. Particular attention is given to emerging organizational forms that require more emphasis on such things as individual free agency, the creation and synthesis of innovations, internal entrepreneurship, influence without authority, and the coordination of activities over remote work sites. The course will also provide opportunities for the collective development of other related issues within this framework. Prerequisites: Matriculation in the MBA program, completion of Foundation Core, and completion of 66.601 and/or 66.725. 3cr.

### 66.725 Negotiations

In this course, MBA students will develop diagnostic abilities for understanding key factors that shape and characterize different negotiation situations; planning skills for identifying best approaches to particular negotiations; interpersonal skills for managing the specific communications and decision-making behaviors used during bargaining; and self awareness for recognizing how their own personality, values, perception, and style affect the selection and use of various negotiation strategies and tactics. 3cr.

**“UMass Lowell’s program has surpassed my expectations. I’ve been impressed with the pace of each class, and the materials are useful and relevant to my career. The instructors have bent over backwards to help me review assignments and to answer questions, any time I have asked.”**



– Glenn Rowe, MBA Student

# Earn a Graduate Certificate in Foundations of Business

Available online, on campus or as a combination of both!

The Graduate Certificate in Foundations of Business is a six-course intensive program designed to jump start your business education and prepare those students who do not have the appropriate management education necessary to begin taking MBA Core Courses. Courses completed with a grade of “B” or better can also be counted towards the MBA Foundation Courses requirement.

## PROGRAM OUTLINE

Required: Six 8-week online courses (12 credits)

- 60.501 Financial Accounting (2cr)
- 61.501 Business Financial Analysis (2cr)
- 62.501 Marketing Fundamentals (2cr)
- 63.501 Operations Fundamentals (2cr)
- 66.501 Organizational Behavior (2cr)
- 66.511 Global Enterprise and Competition (2cr)

## Apply online for the Graduate Certificate in Foundations of Business at <http://www.uml.edu/grad>

The Graduate Management Admissions Test (GMAT) is NOT required for admission into the Graduate Certificate in Foundations of Business. However, students must have a Bachelor’s Degree and must have completed undergraduate courses in *Microeconomics* and *Statistics*.

## Course Descriptions

### FOUNDATION COURSES

#### 60.501 Financial Accounting

An introduction to financial accounting within the context of business transactions and business decisions. This course is a broad introduction to using accounting information from the user’s perspective with little emphasis on traditional debits, credits, journal entries and ledgers. Emphasis is placed on preparing and understanding financial statements. 2 credits.

#### 61.501 Business Financial Analysis

Introduces students to the finance function in a firm. Students are exposed to a variety of analytical techniques and to theory applied to financial decision making. Studies will include effects of major financial decisions such as investment, financing, and dividends on the value of a firm, in the light of their risk-return relationship under the assumption that the maximization of shareholder wealth is the goal of management. Prerequisite: 60.501. 2 credits.

#### 62.501 Marketing Fundamentals

Describes how marketing strategies and plans of a competitive enterprise are formulated, implemented, and adjusted over time. Behavioral, quantitative, and environmental aspects of forces affecting marketing decisions are examined. 2 credits.

#### 63.501 Operations Fundamentals

Provides students with an introduction to operation management and operation analysis. The latter furnished the student with a set of quantitative tools that are useful in designing and operating the former. These techniques are generally applicable to other functional areas/courses within the MBA program. 2 credits.

#### 66.501 Organizational Behavior

Introduces students to management and organizational behavior. Its general purpose is to study and understand the behavior of individuals and groups in organizations. It is directed toward behavioral action components and emphasizes the close relationship between the study of organizational behavior and the practice of management. 2 credits.

#### 66.511 Global Enterprise and Competition

An integrated investigation of global competitive issues to help students understand the processes of organization and technological innovation that permit businesses to achieve competitive advantages in a global environment. This course also deals with the nature and techniques of industry analysis necessary to the formulation of effective global strategy for the firm. Prerequisites: 60.501, 61.501, 62.501. 2 credits.





According to  
The Princeton Review's  
"Students Speak" Report...

"UML professors are firm but fair, available, and they have **real world experience.**"

"...I have been able to use much of what I learned already and apply it to my company, and **it's paid off in a big way...**"

"Most of the professors and the **curriculum are perfect** for people who work full time and also have families."



University of  
Massachusetts  
UMASS Lowell

## The MBA at UMass Lowell

<http://www.uml.edu/mba>

<http://continuinged.uml.edu/online/mba>

## About UMass Lowell

UMass Lowell is one of the five campuses of the University of Massachusetts system. It offers over 80 degree programs at all levels through the doctorate, and presently has over 400 faculty members and a student enrollment of more than 13,000.

### The College of Management

UMass Lowell's College of Management takes great pride in creating the business leaders of the future by engaging their students in affordable, internationally accredited management education programs, innovative course delivery, research that emphasizes the practical application of knowledge, and service to a dynamic community through outreach activities. The College offers graduate and undergraduate programs in accounting, entrepreneurship, finance, management, management information systems and marketing, providing students with a broad range of skills necessary for their success. All programs are fully accredited by the Association to Advance Collegiate Schools of Business International (AACSB), the highest level of business school accreditation.

### Continuing Studies, Corporate & Distance Education

UMass Lowell's Division of Continuing Studies has been a pioneer in online education, and has been making the University's traditional academic programs available to students all over the world since 1996. Their dedication to quality online education programs has earned the University national recognition and awards for innovative programming, faculty development, and online teaching. The Division also serves as an important educational resource for companies, providing professional development and training opportunities for employees on campus, online, and at various company locations worldwide.

### About UMassOnline

UMassOnline, the gateway to UMass' online education programs, provides access to a wide selection of high quality and affordable online courses, certificates, degree programs, and corporate and professional education opportunities.

## Contact Us

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