

Online MBA Course Offerings
Catalog for Charles River
2018



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Course Descriptions

ACCT 6272 Financial Statement Analysis and Preparation

Offers students an opportunity to understand how to prepare corporate financial reports and utilize critical information in these reports to improve business decision making. Introduces contemporary methods of financial statement analysis used by internal decision makers and external capital providers.

ACCT 6273 Identifying Strategic Implications in Accounting Data

Focuses on developing and analyzing accounting information to identify strategic implications and, using that information, to make effective decisions in various business functions that must work together for overall strategic success. Introduces key management accounting concepts and techniques, including the impact of different cost behaviors, activity-based costing, evaluating profitability of products and customers, flexible budgeting, and variance analysis. Offers students an opportunity to learn to use the data they develop to think objectively about the business, to ascertain why a situation occurs, to identify the implications of data for management decisions, and to use the data to discover strategically important opportunities and challenges.

ENTR 6210 Management of Small Business Enterprises

Stresses the operating problems of managing small businesses. Case studies develop analytical approaches for appraising the risks and rewards of potential growth opportunities as well as operating problems. Problems range from locating, evaluating, marketing, and financing a small company to the survival and growth of more established businesses. Guest speakers and entrepreneurs provide pertinent business perspectives to in-class activities.

ENTR 6212 New Venture Creation

Gives students the opportunity to build a complete business plan for new high-potential ventures. Covers all aspects of the planning process, from the point of view of both the prospective entrepreneur and the potential investor. Explores the demands of the entrepreneurial career through reading, self-assessment exercises, and group projects. Guest speakers from startup companies, law firms, and venture capital firms provide a window on current experiences in the small-business world. Recommended for prospective entrepreneurs as well as others who may become involved with new ventures.

ENTR 6216 Entrepreneurship and Innovation

Explores using innovation to build and create value in the larger global context. Examines some of the latest innovation practices: (1) to build and create value within emerging economies, (2) to facilitate social entrepreneurship, (3) to promote sustainable development, and (4) to build and create value at the bottom of the pyramid. Exposes students to what successful entrepreneurs must learn to balance business demands with the larger need for innovative thinking. Stresses the application of successful practices to generate results. Topics include creating and sharing knowledge and intellectual property, exploiting systems and networks, redefining disruptive innovation, and the steps necessary to make innovation and entrepreneurship happen in a variety of global contexts. Uses real-life examples and case studies to illustrate successful practices.

FINA 6200 Value Creation Through Financial Decision-Making

Highlights the role of financial management as a source of value creation in a competitive global environment characterized by rapid technological, personal, and market changes. Offers students an opportunity to develop tools and techniques of financial analysis and valuation to support financial decision making. Presents future managers with actual business problems to learn to apply the tools of financial analysis to strategic decisions faced by the firm, such as capital budgeting and capital structure.

FINA 6203 Investment Analysis

Familiarizes students with domestic and international financial markets and the securities traded therein. Discusses a variety of techniques for valuation of financial assets and relies heavily on quantitative methods. Critically analyzes such qualitative concepts as market efficiency, intrinsic value, and risk. The contents of this course, descriptive, theoretical, and applied, should provide students with the ability to build unique valuation models to suit the particular investment alternative they wish to scrutinize. Also provides students with an understanding of how investment theory and investment practice relate.

FINA 6204 International Finance Management

Develops specific concepts, policies, and techniques for the financial management of the multinational firm. Topics include operation of the foreign exchange markets, foreign exchange risk management, sources and instruments of international financing, foreign direct investment and the management of political risk, multinational capital budgeting, and financing control systems for the multinational firm.

FINA 6213 Investment Banking

Discusses policy, strategy, and administration of financial services firms. Topics include issuance of securities, the service function within financial services, pricing a negotiated issue of common stock or competitive bid issue, and meeting capital requirements of a securities firm.

FINA 6214 Mergers & Acquisitions

Explores the environments that have recently given rise to a large number of corporate mergers and the business factors underlying these corporate combinations. Examines the financial, managerial, accounting, and legal factors affecting mergers. Studies how to appraise a potential merger and structure a merger on advantageous terms.

FINA 6215 Business Turn Around

Concentrates on the diagnosis, prescription, and implementation of actions pertinent to business turnarounds, troubled companies, workouts, bankruptcies, and liquidations. Case studies and readings guide the student through the maze of financial, ethical, legal, general business, and strategic aspects of turnarounds, culminating in the student evaluating and developing a turnaround plan.

FINA 6216 Valuation and Value Creation

Explores recent developments in financial management and financial analysis through the use of modern finance theory to make capital allocation decisions that lead to long-run value maximization for the corporation. Focuses on applications and financial model building, risk analysis for valuation applications, and business strategies to measure and manage corporate value and value creation. Topics are relevant to value consultants, corporate managers, and securities analysts.

FINA 6220 Healthcare Finance

Implements financial management and economic principles to analyze real-world healthcare issues. Emphasizes and encourages problem solving and creative thinking through the use of texts, cases, and models of the healthcare industry. Students are exposed to financial, managerial, and risk management strategies unique to the healthcare industry.

FINA 6225 Entrepreneurial Finance for High Tech Companies

Provides an overview of entrepreneurial finance with a focus on high-technology companies. Specific topics covered include analyzing the financial needs of high-technology ventures, including working capital management, risk analysis, capital budgeting, sources of financing, valuation; and exit strategies, including licensing, joint ventures, mergers and acquisitions, and initial public offerings (IPOs). Uses a combination of text material, books, and cases.

HRMG 6200 Managing People and Organizations

Examines today's evolving environment, in which effective utilization of human resources is a source of competitive advantage. To maximize the contribution of organizational members, managers must be able to understand, diagnose, and influence workplace behavior in the context of change. Topics include management of cross-functional teams and boundaryless organizations. Emphasis is on the role of corporate culture and distributed leadership.

HRMG 6217 Virtual, Viscous Teams: Building and Leading High Performance Teams

Offers an opportunity to learn how to build and lead different types of teams, including co-located, virtual, global, and top management teams. Asks students to identify the roles and responsibilities of team members and leaders and to develop effective communication, collaboration, and commitment among team members and other constituencies. Also examines how to effectively facilitate coordination across functionally distinct teams.

INTB 6200 Managing the Global Enterprise

Focuses on the international business environment, and examines the influence on global decision making of such areas as the international economy and trade issues, legal and political context differences, governmental actions, cultural and ethical system differences, exchange rates and international currency markets, international institutions like the World Trade Organization and the International Monetary Fund, and regional agreements like the European Union, NAFTA, and Mercosur. Also analyzes why firms internationalize their operations, how they can internationalize, and key areas such as international manufacturing, marketing, human resource management, and strategy.

INTB 6212 Cultural Aspects of International Business

Focuses on issues that arise when a firm operates in multiple countries with cultures that are different from its home country. Principally addresses the perspectives of U.S. firms operating overseas, but also explores other national firms operating in the United States and in third-country environments. A central issue is how corporate cultures evolve in the context of national cultures.

INTB 6217 Creating Sustainable Competitive Advantage Through Global Innovation

Examines the actions that managers and their companies can take to effectively foster growth through innovation and new product development. Discusses issues that play an important role in enabling a company to compete successfully in international markets, defend its home market against overseas competitors, and understand the needs of the global customer.

MECN 6200 Global Competition and Market Dominance

Trains managers to understand the competitive implications of global economic policies, the business effects of technological change, and the commercial imperatives of alternative political systems at a macro level. At a micro level, it creates a framework for industry analysis in a global setting that combines economic analysis, competitive analysis, and business decision-making skills.

MGMT 6213 Managing Ethics in the Workplace and Market Place

Seeks to stimulate creative individual and group thinking and learning for working professionals while offering practical guidance for improved decision making in both common and novel ethical business situations. Recent and historical executive and managerial criminal conduct and ethical lapses have destroyed careers and shareholder value in addition to severely eroding employee and public trust. Uses a series of case studies, readings, and field study experiences to actively engage students in a timely, relevant, and challenging fashion.

MGMT 6222 Healthcare Industry

Examines the evolution of the U.S. healthcare delivery system from early forms of organized institutional care through the current dynamic and increasingly integrated and managed care systems. Introduces students to the interactions of regulatory, economic, political, and social aspects of the healthcare system. Compares current policies and proposals for health reform. Students are asked to analyze the impact and consequences of actions in one era on the structure and function of healthcare practice in later years and to project these trends into the future.

MGMT 6223 Strategic Decision-Making for Healthcare Professionals

Examines how healthcare organizations manage their resources and competitive environment to meet the goals of their many stakeholders. Applies three essential elements of strategic decision making—environmental analysis, strategic formulation, and strategy implementation—to the healthcare industry.

MGMT 6225 Sustainability and Leadership

Examines how organizational leaders influence decisions to advance an environmental agenda. Studies the scientific knowledge that organizational leaders must have to make effective sustainability decisions. Analyzes how a variety of organizations, including businesses, governments, government-sponsored enterprises, and nongovernment organizations, interact on environmental issues.

MGMT 6226 Sustainability and the Business Environment

Examines how the environment affects corporate strategy, public policy, and individual decision making. Exposes students to the skills and knowledge needed to help organizations understand and act upon the principles of sustainability. Examines a variety of environmental problems, including global warming, use and disposal of toxic substances, and depletion of natural resources. Also studies how companies solve these problems by reducing their impact on the environment through solutions such as zero emissions, green design, and corporate environmental reporting.

MGMT 6283 Business Law and Intellectual Property

Covers the fundamentals for business law and contracts, structures and processes for corporate governance, and approaches to risk mitigation. Explores the development, protection, and management of intellectual property across a variety of industry sectors and how such protections work or do not work in emerging markets. Exposes students to the intersection of law, business, and innovation.

MGSC 6200 Information Analysis

Provides students with basic information analysis skills and tools needed to manage effectively in today's information-intensive business climate. Exposes students to analytical problems from different areas of business and the quantitative concepts and techniques that can analyze them. Course objectives are to improve the information analysis skills of the students, to provide students with a working knowledge of important statistical tools, to help students become more critical evaluators of studies and reports involving statistical and quantitative methods, and to improve skills in communicating the results of analyses. Offers students the opportunity to learn how to evaluate, analyze, and interpret data, and present their findings and conclusions that will be most useful for managerial decision making through the use of business applications and analytical software.

MGSC 6221 Introduction to Health Informatics and Health Information Systems

Introduces the history and current status of information systems in healthcare: information architectures, administrative and clinical applications, evidence-based medicine, information retrieval, decision support systems, security and confidentiality, bioinformatics, information system cycles, the electronic health record, key health information systems and standards, and medical devices.

MKTG 6210 Marketing Research

Provides an overview of the major qualitative and quantitative marketing research methodologies available to marketing managers. Explores customer relationship management (CRM) and multivariate statistical techniques including conjoint analysis, customer satisfaction, and service quality measurement.

MKTG 6212 International Marketing

Develops understanding of the opportunities and challenges facing the international marketing executive, the decision-making process in marketing goods abroad, and the environmental forces—economic, cultural, and political—affecting the marketing process in the international marketplace.

MKTG 6214 New Product Development

Focuses on the challenges and decisions new-product managers face as they take ideas through the new-product-development process. Companies need to create, develop, and market new products and services continually to compete effectively in a rapidly changing environment. Provides an overview of the new-product-development process, with an emphasis on customer involvement in this process. Provides detailed insights on such topics as new-product strategy, idea generation, idea selection and evaluation, concept development and testing, product development and testing, and market testing.

MKTG 6216 Market Focused Strategy

Offers an advanced course in defining and managing an organization's product-market strategy. Intended for marketing specialists and non-specialists interested in incorporating a market focus from a general management or consulting perspective. Emphasizes using market information to choose and manage the company's relationships with customers and competitors in a complex, changing environment, as well as the practical concerns of implementing and evaluating marketing strategy.

MKTG 6218 Marketing in Service Sector

Provides students with knowledge of management needs and techniques associated with the service sector of the economy. Includes understanding the differences between goods and service marketing, and how these differences influence marketing strategy and the tactical design of marketing mix variables. Assists in understanding the difference between tangible goods and services, differences in the consumer evaluation process between goods and services, special marketing problems created by the differences between goods and services, and strategies that address the unique problems in service marketing.

MKTG 6222 Digital Marketing

Explores the latest trends in technology and new media, their effect on marketing goods and services, and how to deliver value to the customer using the latest technological innovations. Examines the latest trends in digital marketing, such as mobile marketing, and how the mobile platform can be used for branding purposes and to enhance customer relationships. Explores topics such as branding and advertising via mobile phones, online social networks and communities, technology adoption in global emerging markets, and how the Internet empowers customers and enables firms to engage in customer advocacy. Also examines how marketing research is conducted for technological innovations and ethical concerns that arise with technology usage, such as privacy and security issues, identity theft, and the role of trust in digital marketing.

SCHM 6211 The Transportation Industries

Examines the structure, operations, problems, and potential of the several major modes of domestic transportation, and focuses on the interaction between transportation companies and shippers in the marketplace. Explores the major dynamics of the transportation marketplace and their impact on supply chain management. Provides students with a managerial perspective on controlling what is typically the most expensive component of supply chain management, transportation expenditures.

SCHM 6213 Global Supply Chain Management

Analyzes the managerial activities of those involved in supply chain management operations and planning in companies involved in international commerce. Focuses on contemporary issues that affect the design of international supply chain systems, and examines the current status and future prospects of the modes of international transportation. Examines international trade and development issues, not only from the corporate perspective, but also in terms of government policy.

SCHM 6221 Sustainability and Supply Chain Management

Focuses on how to create sustainable supply chains that profitably yield high-quality, safe products without supply interruption while creating a net benefit for the employees, community, and the environment. Studies how companies measure environmental performance and use the data to motivate associates, suppliers, customers, policy makers, and the public. Also addresses the impacts of global sustainability frameworks and measures.

Schedule of Courses February 2018-July 2018

Code	Credits	Carousel	Course Names	Start Date	Weeks	End Date
Spring 2 2018						
MECN 6200 (Entry Point)	3	A	Global Competition and Market Dominance	12-Feb-18	5	18-Mar-18
MGMT 6213	2	B	Managing Ethics in the Workplace and Market Place	12-Feb-18	4	11-Mar-18
MGMT 6226	3	Y2 elec	Sustainability and the Business Environment	12-Feb-18	5	18-Mar-18
FINA 6203	3	Y2 elec	Investment Analysis	12-Feb-18	5	18-Mar-18
MKTG 6216	3	Y2 elec	Market Focused Strategy	12-Feb-18	5	18-Mar-18
INTB 6217	3	Y2 elec	Creating Sustainable Competitive Advantage Through Global Innovation	12-Feb-18	5	18-Mar-18
MGMT 6283	3	Y2 elec	Business Law and Intellectual Property	12-Feb-18	5	18-Mar-18
ENTR 6212	3	Y2 elec	New Venture Creation	12-Feb-18	5	18-Mar-18
Spring 3 2018						
HRMG 6200 (Entry Point)	3	A	Managing People and Organizations	19-Mar-18	5	22-Apr-18
ACCT 6273	2.25	B	Identifying Strategic Implications in Accounting Data	19-Mar-18	4	15-Apr-18
MGMT 6225	3	Y2 elec	Sustainability and Leadership	19-Mar-18	5	22-Apr-18
FINA 6216	3	Y2 elec	Valuation and Value Creation	19-Mar-18	5	22-Apr-18
FINA 6220	3	Y2 elec	Healthcare Finance	19-Mar-18	5	22-Apr-18
MKTG 6210	3	Y2 elec	Marketing Research	19-Mar-18	5	22-Apr-18
ENTR 6210	3	Y2 elec	Managing Operations in Early Stage Ventures	19-Mar-18	5	22-Apr-18
Summer 1 2018						
ACCT 6272 (Entry Point)	2.25	A	Financial Statement Analysis and Preparation	30-Apr-18	4	27-May-18
FINA 6200	Ja	B	Value Creation Through Financial Decision-Making	30-Apr-18	5	3-Jun-18
SCHM 6221	3	Y2 elec	Sustainability and Supply Chain Management	30-Apr-18	5	3-Jun-18
FINA 6215	3	Y2 elec	Business Turn Around	30-Apr-18	5	3-Jun-18
MKTG 6214	3	Y2 elec	New Product Development	30-Apr-18	5	3-Jun-18
INTB 6212	3	Y2 elec	The Cultural Aspects of International Business	30-Apr-18	5	3-Jun-18
MKTG 6222	3	Y2 elec	Digital Marketing	30-Apr-18	5	3-Jun-18
MGSC 6221	3	Y2 elec	Introduction to Health Informatics and Health Information Systems	30-Apr-18	5	3-Jun-18
Summer 2 2018						
MGMT 6213	2	A	Managing Ethics in the Workplace and Market Place	11-Jun-18	4	8-Jul-18
MGSC 6200 (Entry Point)	3	B	Information Analysis	11-Jun-18	4	8-Jul-18
FINA 6213	3	Y2 elec	Investment Banking	11-Jun-18	5	15-Jul-18
FINA 6204	3	Y2 elec	International Finance Management	11-Jun-18	5	15-Jul-18
FINA 6225	3	Y2 elec	Entrepreneurial Finance for High Tech Companies	11-Jun-18	5	15-Jul-18
MKTG 6212	3	Y2 elec	International Marketing	11-Jun-18	5	15-Jul-18
MKTG 6223	3	Y2 elec	Brand and Advertising Management	11-Jun-18	5	15-Jul-18
SCHM 6211	3	Y2 elec	The Transportation Industries	11-Jun-18	5	15-Jul-18
MGMT 6223	3	Y2 elec	Strategic Decision-Making for Healthcare Professionals	11-Jun-18	5	15-Jul-18
Summer 3 2018						
ACCT 6273	2.25	A	Identifying Strategic Implications in Accounting Data	23-Jul-18	4	19-Aug-18
INTB 6200 (Entry Point)	3	B	Managing the Global Enterprise	23-Jul-18	5	26-Aug-18
FINA 6214	3	Y2 elec	Mergers & Acquisitions	23-Jul-18	5	26-Aug-18
MKTG 6218	3	Y2 elec	Marketing in Service Sector	23-Jul-18	5	26-Aug-18
ENTR 6216	3	Y2 elec	Global Social Entrepreneurship and Innovation	23-Jul-18	5	26-Aug-18
HRMG 6217	3	Y2 elec	Virtual, Viscious Teams: Building and Leading High Performance Teams	23-Jul-18	5	26-Aug-18
SCHM 6213	3	Y2 elec	Global Supply Chain Management	23-Jul-18	5	26-Aug-18
MGMT 6222	3	Y2 elec	Healthcare Industry	23-Jul-18	5	26-Aug-18