(BA) BUSINESS ADMINISTRATION

Courses

BA 101. Introduction to Business. 3 Hours.
This course introduces students to the general nature of functional areas in business such as marketing, management, accounting, finance, research and development, and risk management. The relationship between business, the government, the economy, and the environment is examined.

BA 111. Economic Geography. 3 Hours.
This course is an introduction to the principles of economic geography, ranging from physical and biological geography to cultural and political factors. The decision making processes, both local and global, for different types of service oriented, manufacturing, transportation, and resource based businesses will be examined. The relationship of natural resources, population, and culture, and how such factors affect economic activity will be emphasized.

BA 127. Intro to Sports Journalism. 3 Hours.
This is the NESCom gateway course to sports journalism. Alongside coursework designed to develop basic reporting and writing skills, this course introduces students to the practice of sports journalism. Students will learn the history of sports journalism and deepen sports knowledge and sports reporting skills in preparation for play-by-play, sportscast production, interviewing techniques and sports information. The course includes intensive critique in the work of current sports media landscape.

BA 201. Business Law I. 3 Hours.
This course provides students with an overview of the important aspects of Business Law for managers and other professionals. Some of the areas of study that are covered include the Legal System and how it works, Constitutional Law, Contract Law, Criminal Law, Product Liability/ Tort Law, and Real Estate Law.

BA 202. Business Law II. 3 Hours.
This course is intended to augment BA 201 with in depth analysis of the law in Contracts, UCC, Corporations, Principal Agency Law, Advanced Tort Law, Environmental Law, Real Property Law, Securities Law and Employment Law.

BA 207. Positive Psychology. 3 Hours.
This course explores the science of happiness, well-being, and human flourishing. Students will examine the foundations of positive psychology, including its history, key concepts, and the PERMA model. Topics include the science of happiness, positive emotions, resilience, character strengths, relationships, meaning, and purpose. Emphasis is placed on applying research-based practices to real-life contexts, from personal development to work and education. Through reflection, group projects, and hands-on activities, students will learn to measure, track, and enhance well-being in themselves and others.

BA 210. Economics Overview for Non-Business Majors. 3 Hours.
This is an overview of microeconomic and macroeconomic concepts for non-business majors. It will include an introduction to American capitalism including the mechanics of supply and demand, elasticity, consumer demand, and price and output determination of competitive firms. It will also be an introduction to national income accounts, unemployment, inflation, government fiscal policy and monetary policy.

BA 211. Microeconomics. 3 Hours.
This is an introduction to American capitalism and microeconomic concepts including the mechanics of supply and demand, elasticity, consumer demand, and price and output determination of purely and impurely competitive firms.

BA 212. Macroeconomics. 3 Hours.
This is an introduction to macroeconomics. The concepts included are: supply, demand, elasticity, production, costs, inflation, employment and unemployment, market structure, international trade, factors of production, national income accounts, fiscal policy, monetary policy, inequality and poverty, and economic growth.

BA 215. Business Math. 3 Hours.
This course equips students with fundamental mathematical skills crucial for success in business and economics. This course covers numerous topics including linear equations and inequalities, functions and graphs, interest calculations, and basic calculus. Throughout the course, students will apply their knowledge of mathematical principles to solve business-related problems. Prerequisite(s): MS 132 and (MS 141 or MS 180 or MS 181).

BA 220. Real Estate Principles and Practices. 3 Hours.
This course will provide students with methods of analyzing acquisition and retention of Real Estate. Also, there will be a focus on the skills and techniques required to operate a real estate business, including trust accounts, risk management, and property management.

BA 231. Principles of Leadership. 3 Hours.
This course is designed to introduce students to the study of leadership. Through an examination of both traditional and emerging theories of leadership, students will develop an understanding of key leadership traits, skills, and styles. Students will assess their leadership traits and skills to improve their own leadership performance.

BA 232. The Animal Services Industry. 3 Hours.
This course introduces students to a range of businesses associated with the animal services industry, including businesses dedicated to animal food production, grooming, boarding, sheltering, and training. Businesses in the animal services industry are explored for their unique and shared concerns. Their rise in modern markets is explored with cultural trends relevant to emerging and established economies.

BA 243. The Business of Innovation. 3 Hours.
This is a cross-disciplinary class that will introduce students to the Lean Startup Scientific Method for developing and commercializing ideas for new ventures or else innovating and developing new products or business models within existing companies. Topics include marketplace innovations, technology and science based innovations, marketplace hypothesis development and testing, frugal and agile engineering, business models, intellectual property, prototyping, exit strategies, and fundraising. Lab component is integrated within module deliverables.

BA 271. Risk Management. 3 Hours.
A study is made of the risks encountered by individuals and business firms. A presentation is made of the basic principles and institutions, which have been developed in risk management. This material is treated primarily from the consumer point of view.

BA 280. Intro to Events, Travel, and Customer Experience. 3 Hours.
This course provides an introduction to hospitality and tourism management, focusing on the business principles that drive service-based industries. Key sectors include lodging, food and beverage, events, and travel, with an emphasis on operations, customer experience, and management practices. Through projects and engagement with industry professionals, students explore career pathways and gain insight into industry expectations and opportunities.

BA 281. Designing Exceptional Customer Experiences. 3 Hours.
This course introduces the principles of customer experience (CX) management, focusing on how organizations design and deliver exceptional service. Topics include managing customer interactions, building brand loyalty, and improving satisfaction across industries such as hospitality, banking, and healthcare. Through projects and engagement with industry professionals, students develop skills in service design, communication, and experience management.

BA 282. The Business of the Experience Economy. 3 Hours.
This course examines the economic principles of tourism, events, and outdoor recreation, focusing on how these industries create value at local, regional, and global levels. Topics include consumer behavior, economic impact, and contributions to local economies and GDP. Through projects and engagement with industry professionals, students analyze real-world data and complete a project focused on the economic impact of experience-based industries within a local community.

BA 299. Topic/. 1-6 Hour.
This is a course of variable content. Faculty and students prepare a special topic of timely interest in the business area. This course may consist of seminars, lectures, individualized instruction and/or research related to a specific area of specialization.

BA 300. Business Presentations. 3 Hours.
This course provides students with a working knowledge of how to create, brief, and present information across the organizational communications spectrum. Students learn how to think critically and apply problem solving skills across a variety of historical and contemporary business topics. Students learn how to collect, analyze, synthesize, and present information in a professional manner to various audiences in different venues. The foundational skill set developed in this course is the ability for students to articulate their ideas in a professional manner within a variety of business settings. Prerequisite(s): EH 124 or EH 105.

BA 302. Business Ethics. 3 Hours.
This course is designed to raise a moral consciousness and sensitivity within the various disciplines of the business curriculum. The disciplines focused on here are business, accounting, marketing, multinational corporations, and those areas of human resource management inclusive of diversity in the workplace within the context of environmental and social responsibility.

BA 310. Organization and Management. 3 Hours.
This course focuses on how to design organization systems and effectively manage them. Students completing the course should understand the universal process of management and key terminology in the language of management. Students are encouraged conceptually to blend contributions from the various schools of management thought into an integrated perspective of what managers do and why. Prerequisite(s): (BA 101 or HA 101 or SM 101) or (Major=BS Accounting or Major=BS Business and Professional Studies).

BA 311. Human Resource Management. 3 Hours.
This course addresses traditional personnel administration issues. Emphasis in the course is on how to manage the major human resource administration functions of job design, reward system design, staffing, training and performance control, to achieve maximum employee performance and satisfaction. Prerequisite(s): BA 310 or (Major=BS Criminal Justice or Major=BS Criminal Justice - National/Corporate Security or Major=BS Criminal Justice - Psychology or Major=BS Conservation Law or Major=BS Legal Studies - Pre Law).

BA 327. Professional Blogging for Business & Communication. 3 Hours.
This course explores the evolution of professional relationships and brand identity through the lens of blogging. Students will move beyond basic content creation to analyze the features that shape audience dynamics. Students will evaluate the effects of specific communication elements. Through metrics and SEO strategies, students will learn to diagnose communication gaps and develop sophisticated content frameworks to better connect the writer with their audience. This course prepares students to think both critically and strategically about blogging as a vital, high-stakes channel for professional communication.

BA 344. Personal Financial Planning. 3 Hours.
This course provides comprehensive coverage of personal financial planning in the areas of money management, taxes, consumer credit, housing and other consumer decisions, legal protection, insurance, retirement planning, and estate planning.

BA 351. Internship. 3 Hours.
This course provide the student with an introductory experiential learning opportunity. Active participation in actual projects for the internship site is required and community service activities are welcome. 120 hours are required for this internship. The internship should be taken in your junior or senior year after a minimum of 60 credits of coursework have been completed.

BA 352. Internship II. 3 Hours.
This course provides the student with an introductory experiential learning opportunity. Active participation in actual projects for the internship site is required and community service activities are welcome. 120 hours are required for this internship. The internship should be taken in your junior or senior year after a minimum of 60 credits of coursework have been completed.

BA 353. Internship III. 3 Hours.
This course provides the student with an introductory experiential learning opportunity. Active participation in actual projects for the internship site is required and community service activities are welcome. 120 hours are required for this internship. The internship should be taken in your junior or senior year after a minimum of 60 credits of coursework have been completed.

BA 354. Internship IV. 3 Hours.
This course provides the student with an introductory experiential learning opportunity. Active participation in actual projects for the internship site is required and community service activities are welcome. 120 hours are required for this internship. The internship should be taken in your junior or senior year after a minimum of 60 credits of coursework have been completed.

BA 355. Internship V. 3 Hours.
In this experiential course, the student serves as an intern with a business or non-profit organization. This placement may be in the public or private sector and is governed by an agreement signed by the student, the professional organization supervisor, and the internship director. The experience may be multidisciplinary, but should have a strong business element. Students are expected to be sufficiently motivated to seek out their own placement site with some guidance from the internship director. Prerequisite(s): BA 351 and BA 352 and BA 353 and BA 354.

BA 360. Professional Project. 3 Hours.
This course will provide the student with a mid-level experiential learning opportunity. Active participation in actual projects is required and community service activities are welcome. Each student will find, will choose, or will be provided with a program coordinator. The project chosen will be based upon; (1) an interview conducted by the program coordinator, (2) the acceptance by the program coordinator, and (3) the student's project preference. The program coordinator will have the final decision on all professional projects. The coordinator's decision will be based on his/her interaction with the student during previous coursework and his/her understanding of the requirements of the student and the scope of the professional project. Every consideration will be given to the student's personal preferences about the project's scope of work. Coordinator check-ins begin within the first week of the semester. Prerequisite - Completion of 75 hours of undergraduate course credit.

BA 362. Financial Management. 3 Hours.
The foundation finance course covers basic corporate financial management issues. Topics include financial statements, financial ratio analysis and capital budgeting. Students are expected to become proficient in financial analysis of a corporation and in various aspects of corporate financial management. Prerequisite(s): AC 121 and BA 211 and (MS 141 or MS 180 or MS 181).

BA 364. Corporate Options and Structure. 3 Hours.
The course is a continuation of Financial Management I and will cover such topics as real options, sensitivity, scenario and break-even analysis, basic issues regarding stocks and bonds, risk/return and cost of capital, capital structure and limits to the use of debt. Prerequisite(s): BA 362.

BA 375. Supply Chain Management. 3 Hours.
This course provides the basic concepts of logistics and supply chain management. The student will study logistical problems and appropriate strategie to solve these problems in the major areas of transportation, inventory, location, logistics control and global logistics planning. This course will represent the basic marketing areas: distribution, product, price and promotion.

BA 380. Strategic Event Planning Management. 3 Hours.
This course develops students' ability to plan, coordinate, and manage events across a variety of settings. Students apply event management principles to design strategic event plans, manage budgets, and create experiences for diverse audiences. Through projects and engagement with industry professionals, students analyze event logistics, evaluate decision-making processes, and execute events from concept to completion, preparing for careers in weddings, corporate events, festivals, and experiential marketing.

BA 381. Marketing Destinations and Managing Visitor Experience. 3 Hours.
This course develops students' ability to apply marketing and management principles to destination-based industries. Students analyze destination stakeholders and destination management (DMM), while examining strategies for destination planning, product development, visitor experience, and marketing that support tourism growth and community well-being. Through projects and engagement with industry professionals, students apply marketing and management concepts to real-world destinations, preparing for careers in tourism development and destination marketing organizations.

BA 401. Managerial Economics. 3 Hours.
This course is designed to close the gap between economic theory and business application. It reviews traditional analysis and shows its application to the understanding and solution of economic problems of the firm and industry. Prerequisite(s): BA 211 and BA 212.

BA 411. Organizational Behavior. 3 Hours.
This course is highly experiential in its approach to helping students understand and appreciate why people behave the way they do in an organizational context. Students learn how to manage employee behavior by analysis of real world phenomena and by application of principles in the areas of human perception and communication, leadership and motivation, small group dynamics, organizational culture, and organizational change. Prerequisite(s): BA 310.

BA 413. Operations Management. 3 Hours.
Quantitative model building and manipulation are a means of analyzing and synthesizing the elements of productions management. Both deterministic and stochastic modeling are emphasized in the areas of work systems design, queuing, PERT, SQC, inventory control, forecasting, and linear and nonlinear programming. Prerequisite(s): BA 310 and MS 132.

BA 414. Business Strategy. 3 Hours.
This Business Administration capstone course involves studying strategic planning including mission & vision statement development, analysis of the external environment and internal organization factors, development of strategic alternatives, selection and its implementation of appropriate strategies, and evaluation of business strategies and competitive dynamics. Special emphases are given to the integration and coordination of the functional areas within the enterprise. Case study analyses will be used to provide practical experience in analysis and decision making in the solution of business problems. Students learn how organizations create, capture, and maintain value, and how it is fundamental for sustainable competitive advantage. Prerequisite(s): College Level=Senior.

BA 415. Business Strategy in Practice. 3 Hours.
Strategy may be defined as the art and science of formulating and implementing plans to achieve specific goals. This course examines the impact of business decisions on an organization's qualitative and quantitative performance. The course focuses on the criteria for making strategic choices from the many options available to a company and its competitors. A grade of C+ or better in BA 414 – Business Strategy. Prerequisite(s): BA 414.

BA 425. Marketing Management. 3 Hours.
This is the capstone course for marketing majors. Students apply concepts learned in other courses to marketing problems of business and nonprofit organizations. Cases and business simulations are used to teach decision-making in the complex environment of business. A complete marketing plan for a simulated company of the student's choice summarizes the student's knowledge of the field. Prerequisite(s): BA 245.

BA 428. Strategic Selling. 3 Hours.
This course builds on the fundamentals of selling. The student will understand how to advance sales in light of complex business environments consisting of layers of buyers, decision makers and those who influence purchasing decisions. A strategic account planning process will be analyzed and applied to real companies by way of case studies. The art and skill of negotiating will be studied and learned through role play. Prerequisite(s): MK 422.

BA 429. Competitive Intelligence. 3 Hours.
In this course, students engage in the discipline of competitive intelligence which involves the collection and analysis of relevant information that allows for more effective, timely and efficient decision making by key company leaders. Students examine the transition over the past three decades of cold war intelligence efforts being applied to global business competition. This transition has compelled companies to be more cognizant of their external environment and the rapid and profound changes in the market place. Prerequisite(s): MS 132.

BA 434. International Finance. 3 Hours.
In this course, students examine the factors affecting exchange rates, the different types of exchange rate systems, and how governments attempt to influence exchange rates. The relationships among interest rate parity, purchasing power parity, the Fisher effect, and the International Fisher effect, and exchange rates are analyzed. Students learn how currency futures, currency options, and money market hedges are used to hedge exchange rate risk. Prerequisite(s): BA 362.

BA 437. International Marketing. 3 Hours.
The basics of international marketing will be taught including the foundations of culture, cultural understanding, business customs and practices in global marketing, assessing global markets, and developing international marketing strategy. Prerequisite(s): BA 245.

BA 440. Small Business Management I. 3 Hours.
This course supplies prospective and current small business managers with the essential concepts of starting and operating small businesses. Topics covered include: environment and management of small business enterprise, problems in starting small businesses, financial and administrative control, and management of business operations. Particular emphasis is placed on the interrelated nature of the components, particularly as they affect the financial picture of the firm. Through a lecture and discussion format, students are expected to share their own experiences in small businesses with their fellow students. Prerequisite(s): College Level=Senior or College Level=Junior.

BA 441. Entrepreneurship I- New Venture Development. 3 Hours.
Students will be introduced to the practical application of classic and contemporary business theory as it applies to the early stages of entrepreneurship and intrapreneurship, opportunity recognition, innovation, and new venture development. Course topics include types of entrepreneurs, opportunity recognition, marketing, cash and other resource requirements, financial statements, planning, franchising, intellectual property, success/failure/resilience, and growth. Class will use text, cases, articles, internet sources, and guest lecturers. Prerequisite(s): College Level=Senior or College Level=Junior.

BA 442. Applied Small Business Management. 3 Hours.
This is an advanced course which focuses on real problems in Small Business Management, using the case approach. Cases are drawn from the text, from actual local small businesses, and from the practical experience of students in the class. Prerequisite(s): College Level=Junior or College Level=Senior.

BA 443. Entrepreneurship II: Business Plans. 3 Hours.
This class builds on BA 441, New Venture Development. The focus of this class is on the early stages of formalizing and growing a venture. Topics include business plan writing, fund raising and cash flow, measuring and conveying financial position, core strategy development and competitive advantage, sustainability, international entrepreneurship, supply chain, growth, and exit. Prerequisite(s): College Level=Junior or College Level=Senior.

BA 460. Investments: Stocks and Mutual Funds. 3 Hours.
This course begins with an introduction to financial markets and investment instruments. Additional topics include risk and return, margin trading and short sales, mutual funds and stock quotations and trading procedures. Students are introduced to the theories of market efficiency and behavioral finance. Additionally, students research investment opportunities and make buy/sell recommendations for a student-directed investment fund. Prerequisite(s): BA 362.

BA 464. Money, Banking and Financial Markets. 3 Hours.
This is an introduction to money and banking. The course assumes that students are fully conversant with micro and macro-economics and the basics of the financial system in the U.S. Students will obtain a working knowledge of the principles of the U.S. monetary system, the banking system and its regulation, and the conduct of monetary policy. Students will learn to apply aggregate supply and demand in the analysis of business cycle fluctuations and inflation and to apply supply and demand analysis to the financial and money markets. Students will also learn the role of government policies in markets and macro outcomes. Prerequisite(s): BA 211 and BA 212.

BA 466. Investments: Bonds and Derivatives. 3 Hours.
Through this course, students learn the relationship between interest rates and bond prices. Diversification and portfolio evaluation measures are also discussed. Students are introduced to futures contracts and option contracts mechanics and strategies. Students learn how to find and use financial information about companies. Additionally, students research investment opportunities and make buy/sell recommendations for a student-directed investment fund. Prerequisite(s): BA 362.

BA 480. Project Management Techniques. 3 Hours.
This course provides students with practical methodologies for planning and managing large or small projects effectively. In addition, students undertake projects which must be completed within cost, schedule, and quality constraints. Prerequisite(s): College Level=Senior.

BA 481. Benefits and Estate Planning. 3 Hours.
This course has two main purposes. The first is to provide a knowledge base regarding the administrative and tax rules and regulations and to familiarize the student with the tools of estate planning. The second purpose is to enable students to use this knowledge and the tools to engage in the strategies employed by estate planners to carry out the wishes of their clients. Prerequisite(s): BA 271.

BA 483. Sustainable Tourism and Responsible Business Practices. 3 Hours.
This course focuses on sustainable tourism management, emphasizing how organizations apply environmental, social, and economic responsibility in daily operations. Students develop an understanding of the Triple Bottom Line Approach: people, planet, and profit. Evaluating how sustainability shapes operational decision-making. Using frameworks such as the United Nations Sustainable Development Goals (SDGs), students address real-world challenges including resource use, PFAS, light pollution, and climate impacts. Through projects and engagement with industry professionals, students develop strategies for sustainable operations and responsible business practices.

BA 486. Financial Plan Development. 3 Hours.
This capstone course requires the financial planning students to demonstrate the ability to integrate and, apply his or her knowledge of financial planning topics, as received through the curricula. The students are expected through this course to prove their ability to apply the financial planning process to real-life situations, as well as their ability to communicate their planning recommendations to a client. This course is designed to fully meet the financial plan development course requirement to CFP Board's education standards. Prerequisite(s): BA 362 and BA 481.

BA 490. International Business. 3 Hours.
This course covers the international dimensions of managerial decision-making including: world economies, international trade theories, tariffs, quotas and other trade issues, global strategic planning, cross-cultural management, international market entry, international human resource management, international organization strategy, international logistics, import/export operations, currency exchange, and international financial management. Current developments in global economic and business are emphasized. Prerequisite(s): BA 310 and MK 220.

BA 496. Leadership Development. 3-9 Hours.
This course awards academic credit for participation in pre-approved professional development programs. These programs are designed to lead students in an exploration of leadership and their leadership capabilities. Throughout the programs, students are introduced to the study of leadership and are required to apply their leadership skills to group projects designed to bring positive change to the partner organizations with which they are working. Students must be a current or past member (2013 or later) of the Bangor Region Leadership Institute (BRLI) program, the Leadership Maine program, the Bangor Savings Bank Leadership Program, the Northern Light Health Professional and Organizational Development Program, or SHRM certification programs (CP and SCP). Additional programs may be added as approved.

BA 497. Business and Culture Travel Study Course. 3 Hours.
Business and Culture Travel Study course is designed to expose students to economies across the world. During the course students will travel to important commercial, cultural and governmental cities. Through a combination of readings students will be exposed to 20th and 21st century history, economics, culture political and business philosophy. The course will also involve visits to major multinational corporations, cultural activities and lectures from University business faculty when available. The course will also have two pre-trip class sessions with readings and one post course session to wrap up the experience and discuss the student travel logs.

BA 499. Topic/. 1-3 Hour.
This is a course of variable content. Faculty and students prepare a special topic of timely interest in the business area. This course may consist of seminars, lectures, individualized instruction and/or research related to a specific area of specialization.

BA 500. MBA Fundamentals. 1 Hour.
This course will provide students with foundational knowledge and skills in a range of business education topic areas. The course provides non-business majors, or students needing to refresh their knowledge, with the necessary business fundamentals to help them succeed in the MBA program.

BA 600. Research Methods in Business and Education. 3 Hours.
This course is designed for beginning graduate students who have little or no formal preparation in those areas of research and problem-solving essential for a comprehensive study of business and education at the graduate level. Emphasis is placed on the identification of common problem types and the selection and use of appropriate methods of analysis (primarily statistical in nature).

BA 601. Managerial Economics. 3 Hours.
This course begins with an overview of microeconomic concepts with the aim of developing within students an understanding of how those concepts aid managerial decision-making. The course then focuses on practical applications of economic analysis to problems of concern to managers.

BA 602. Managerial Accounting. 3 Hours.
This is an accelerated accounting course for those with little or no formal accounting background. The emphasis is on concepts which managers need to know in order to be effective. Topics include the preparation and interpretation of financial statements, cost planning and control, cost-volume-profit analysis, decision-making models, master budgeting and variances, and evaluation of capital projects.

BA 605. Management Communications. 3 Hours.
This is an advanced communications course that builds upon a student's experience and prior undergraduate coursework in writing and oral communications. Topics include: advanced business writing, use of visual materials, selection of secondary sources of information, report preparation, and presentations to small and large groups.

BA 611. Organizational Behavior. 3 Hours.
This course surveys the major field of management, examining structures and processes on both group and organizational levels. Both traditional and contemporary theories are analyzed and applied to business operations.

BA 620. Financial Management. 3 Hours.
Topics considered include financial planning, operating and capital budgets, cash flow, purchasing and accounting procedures, the sources and uses of corporate and institutional funds, and financial analysis for evaluation and control. Students develop projects specifically related to their needs in educational administration, small business, or corporate management. Prerequisite(s): BA 602 or AC 301 or AC 211.

BA 621. Marketing Management. 3 Hours.
This course focuses on complex problems facing decision-makers in the marketing of goods and services. Emphasis is placed on the decision-making process, including assessment of the social, economic, and political environment in which the organization operates; problem definition; development and evaluation of alternatives, and the implementation of the best alternative. Cases in advertising, sales, marketing research, and strategic marketing management provide practice in marketing analysis and decision-making.

BA 625. Global Strategic Management. 3 Hours.
This course focuses on the strategic challenges and opportunities confronting firms that undertake to create value and to compete in the global economy. Successful companies develop strategies for doing business in emerging markets that are different from those they use at home and often find novel ways of implementing them too. The class makes extensive use of case analysis and discussion to evaluate and understand the strategic issues that confront firms operating internationally, as well as to appreciate the importance of values and ethics in organization decisions and actions. Students probe the workings of business strategies in transition and emerging economies, gain an understanding of the strategies of local firms, and analyze the international success and failure of companies. Prerequisite(s): (BA 600 or IT 601) and 15 Credits From Range [BA 600 To BA 799].

BA 627. Investment Analysis. 3 Hours.
This course provides a detailed description of securities market organization and approaches to investment opportunities. Students will examine theories used in the valuation of financial securities and employ projects and applications to develop a real world understanding of portfolio management. Prerequisite(s): BA 602.

BA 628. New Venture Planning and Management. 3 Hours.
This course deals with the foundation of new ventures and related aspects of managing the small growing enterprise. Techniques taught in this course are equally applicable to small businesses, nonprofit organizations, and new ventures of larger organizations. Topics include: use of scarce resources, such as money, talent and technological expertise; identification of environmental threats and opportunities; and operational considerations such as organizational structure, legal requirements, financing, and accounting procedures.

BA 641. Human Resource Management. 3 Hours.
This course explores human resource management as an integrated process of planning and control designed to achieve high employee productivity and job satisfaction. The course focuses on the essential functions of human resource management as they apply both to the general supervisory responsibilities of every manager and to the specific operations of the personnel department.

BA 642. Leadership in Business and Professions. 3 Hours.
This course is designed to provide graduate management students with a comprehensive review of the essentials for effective leadership. It focuses on the identification of basic leadership styles, explores the theoretical and practical findings of research in leadership development, and seeks to synthesize the student's leadership style with the most effective working models of leadership.

BA 643. Strategic Change Management. 3 Hours.
Strategic Change Management focuses on the skills required to deal effectively with organizational change. The course addresses first the pressures in the business environment that make change a fundamental reality for managers. Particular attention is paid to change arising from public policy initiatives that impinge on business. The course then examines the manager as change agent responsible for initiating innovation and explores both the personal skills required in the role of change agent and the tools and techniques available to support the manager in that role. The course also examines the problems and opportunities of those who are the recipients of change in an organization and the skills required to cope effectively with that situation.

BA 644. The Legal Environment of Business. 3 Hours.
This course will provide an overview of the important aspects of business law for executives, managers, accountants, and other professionals. The areas of law covered include but are not limited to administrative, contract, corporate and other business organizations, employment relations, real estate, taxes, and UCC sales.

BA 646. Current Issues in Business. 3 Hours.
This course draws on current literature to analyze contemporary and emerging issues facing businesses. Content will vary.

BA 648. Project Management Techniques. 3 Hours.
This three-credit hour course provides students with practical methodology for planning and managing large or small projects effectively. The course will follow the Project Management Body of Knowledge (PMBOK), the globally recognized Project Management standards and best practices published by the Project Management Institute (PMI).

BA 700. Health Care Management. 3 Hours.
This course examines management problems and policy-making in the health care industry. Several areas are considered including: (1) the functions of the health care manager, (2) the types of health care delivery systems, (3) the administration of hospitals, (4) the financing of medical care, and (5) the role of government. Through readings, lectures, discussions, and projects, students clarify their own role in the delivery of health services. The course regularly draws on experts in health planning and health care administration.

BA 701. Legal Environment of Health Care Management. 3 Hours.
The course provides a foundation in the legal and regulatory framework in which health care institutions operate. Students will also examine the legal issues confronting health care managers including director and administrative liability, malpractice, negligence, patient rights and confidentiality, licensure requirements, and the like.

BA 702. Health Care Economics. 3 Hours.
In this course, the principles and tools of economic decision-making are applied to management in the health care sector. The course explores the application to health care management functions of such concepts and processes as supply and demand, resource allocation and utilization, costing and pricing, resource productivity, forecasting and economic aspects of planning, and utilization review. While the principal emphasis in the course is on micro-economic analysis, some consideration is also given to an economic analysis of public policy alternatives for the delivery of health care service. Prerequisite(s): BA 601 or RX 535.

BA 703. Financial Management in Healthcare Organizations. 3 Hours.
This course applies the perspectives and tools of financial analysis to the management of health care organizations and evaluation of organizational performance. Topics covered include capital budgeting, sources of operating revenue, management of cash and inventories, risk analysis and forecasting. Particular attention is paid to cost containment regulatory strategies and their implications for financial planning and management. Prerequisite(s): BA 602.

BA 704. Managing Quality in Healthcare. 3 Hours.
This course examines methods and tools for managing quality in health facilities, physician practices, managed care, and public health. Topics include developments in quality assurance and improvement, utilization review, risk management, and patient satisfaction.

BA 705. Global Perspectives in Healthcare. 3 Hours.
This course examines the social, political, and economic aspects of global healthcare issues. Through a comparative analysis of the health systems of multiple nations, students will compare theories of health policy and priorities, healthcare system facilities, workforce, technology, cost, quality, and access. The emphasis of the course will be on health management strategies used in different countries and healthcare systems to mobilize, allocate, and maintain resources to improve the healthcare status and delivery systems.

BA 712. Strategic Marketing for Nonprofit Organizations. 3 Hours.
This course applies the concepts of marketing and strategy to the management of non-profit organizations. Through class lectures, discussion, case studies, and applied projects, students will build an understanding of the marketing process in the non-profit environment in order to be able to design, implement, and evaluate an organization's approach to marketing and strategic positioning.

BA 720. Advanced Sales and Marketing in Hospitality. 3 Hours.
This course focuses on difficult problems and issues facing sales and marketing personnel in the hospitality industry. Students will make use of case studies in order to develop their decision-making process including the use of marketing research and analysis.

BA 722. Advanced Front Office Operations. 3 Hours.
This course begins with detailed introduction about numerous aspects of front office operations and management. The next section of the course examines the complex relationships between lodging departments, technological advances, and personnel decisions. The final section of the course includes the many guest service concepts that distinguish a great hotel experience from an average one.

BA 723. Legal Issues in Hospitality Management. 3 Hours.
This course will provide the student an overview of the important aspects of Hospitality Law for Managers, and other professionals. Some of the areas of study include and are not limited to Torts, Products Liability, Constitutional Law and Criminal Law and many other subjects.

BA 724. Managing Service. 3 Hours.
This course begins with an introduction to the framework for providing quality service to customers and guests. Next we will discuss the needs of the customer/guest and proceed to develop our menu and/or product accordingly. Finally, we will learn how management and staff create loyal customers and guests by delivering service that exceeds their expectations.

BA 725. Strategic Management & Leadership in Athletics. 3 Hours.
This course examines contemporary theories related to the critical functions of management and leadership in athletic administration. It emphases a wide array of management, organizational, and leadership theories and practices and the strategic importance to athletic organizations. This course also addresses various skills, roles, and functions that are expected of athletic administrators.

BA 726. Information Management in Athletics. 3 Hours.
This course examines theories and practices related to the complex field of athletic communication and media relations. Emphasis is given to the exploration of the relationship that exists between internal and external entities associated with the athletic industry. This course covers various topics within the areas of media relations, marketing, sales, sales management, and sport information.

BA 728. Governance & Policy in Athletics. 3 Hours.
This course integrates management theory with sport governance and policy development practice. It emphasizes interscholastic and intercollegiate athletics and provides students with an understanding of the authority, organizational structures, and function of the major governing bodies in professional and amateur sport organizations at the local, national, and global levels. The course also covers the study of policy development in educational, non-profit, professional, and international sport organizations.

BA 729. Hospitality Graduate Directed Practicum. 3 Hours.
This course provides the student with a graduate level experiential learning opportunity in the area of Hospitality Management. Active participation in actual projects for the internship site is required and community service activities are welcome. 150 hours are required for this internship. Prerequisite(s): BA 720 and BA 722 and BA 724.

BA 730. Athletic Administration Graduate Directed Practicum. 3 Hours.
The purpose of this course(s) is to provide athletic administration majors an opportunity to gain "hands on" practical experience in the workplace. This 150-hour internship experience is designed to meet the both the academic and professional needs of students as they prepare for graduation and occupational pathways. Interns work closely with practitioners in sport-related fields, gaining valuable experience while also earning 3 hours of academic credit.

BA 741. Staffing & Selection. 3 Hours.
A source of competitive advantage for any organization is its talent. The effectiveness of an organization depends on the performance of each individual in that organization. Hence, one of the most important human resource functions is that of staffing the organization. This course is essential for HR professionals who are responsible for recruiting, screening, hiring, promoting, and outplacing employees. It is also very crucial for any line managers, supervisors, team leaders, and hiring managers who are involved in recruiting, making promotions, succession, or any other workforce decisions. An examination of the scientific, legal, and administrative issues associated with the recruitment, selection, employment and retention of individuals by organizations augments the study. Specific attention will be given to the current challenges of an increasingly dynamic workplace and diverse workforce.

BA 742. Training & Development. 3 Hours.
The effective training and development of human resources creates tremendous and unique value for an organization. This course examines how organizations can develop and manage the talents and skillset of human capital. The course explores topics such as training needs analysis, formulating training objectives, and the design, implementation, and evaluation of training and development programs.

BA 750. Fundamentals of Risk Management. 3 Hours.
This course explores the fundamentals of risk management. After discussion of the importance of risk and the rationale for its management in organizations, the remainder of the course will analyze the process of and methods for managing risk.

BA 751. Employee Benefits. 3 Hours.
This course explores employer-sponsored benefit plans and their fit with organizational strategy and total compensation. Emphasis is placed on plan design, administration, funding, and regulation. The course also addresses organizational characteristics, benefit structure, and cost sharing.

BA 752. Crisis Management. 3 Hours.
Crisis Management can be defined as a communications response to an event that has a negative impact on an audience - the public, customers/clients, employees, shareholders, etc. Examples of such events could include tainted food, a corporate leak, a political scandal, an entertainment or athletic scandal, damaged products that cause or could potentially cause life-threatening situations, natural disasters, terrorism, and financial disasters. In this course, students will analyze and critique high-profile cases and learn how to effectively respond to crises.

BA 753. Corporate Risk Management. 3 Hours.
Corporate risk is analyzed through the lens of enterprise risk management. This course explores the operational and financial risks faced by firms and the study of various methods of handling these risks.

BA 754. Strategic Selling. 3 Hours.
The focus of this course is on key, strategic customer selling approaches. The process of sales planning and strategy development for these types of customers will be emphasized. The objective of this course is to understand and execute sales strategies for managing major and large customers.

BA 760. Technology & Innovation. 3 Hours.
BA 760 Technology & Innovation offers a research approach to identifying, analyzing, and creating technological advantage in nascent and mature industries. Students will apply the methodologies of innovation and discovery to business settings and markets, seeking to create competitive advantage and achieve market transformation through strategic initiatives that redefine consumer expectations and industry practices and reframe organizations to embrace innovative practices and processes.

BA 763. Legal Aspects of Entrepreneurship. 3 Hours.
The focus of this course is on the legal dimensions of entrepreneurship. It helps prepare students to meet the legal and regulatory challenges and opportunities they can expect to encounter as entrepreneurs, venture capitalists, and managers of private and public businesses. Topics include forms of business organization and ownership structure, protecting intellectual property, funding ventures, contracts, product liability, and managing human resources.

BA 764. Entrepreneurship. 3 Hours.
The focus of this course is on the entrepreneurial process from opportunity recognition through crafting a business plan. Topics include opportunity recognition, innovation, new venture development, marketing, fund raising and cash flow, financial statements, strategy development, growth, and exit. Students will develop a comprehensive business plan for a business idea.

BA 766. Volunteer Management & Partnerships. 3 Hours.
This course examines how organizations strategically engage volunteers and build strategic partnerships to advance mission and business goals. The course explores key practices in volunteer recruitment, motivation, retention, and performance management, as well as analyzes how collaborations with nonprofit, public, and private partners create organizational value.

BA 770. Foundations in Animal Services Management. 3 Hours.
This course explores the role of management in animal services businesses, including businesses related to the production of animal food, toys, and tools; retail and wholesale sales; animal grooming and stabling; training; humane education; animal therapy; zoos and aquariums; laboratory facilities; veterinary practices; dog daycares/boarding; shelters & sanctuaries.

BA 771. Wellness in Animal Services Management. 3 Hours.
This course addresses wellness in animal services management, as it relates to people and animals. Topics include regulatory bodies such as OSHE, controlled drug management, euthanasia, bites/back injuries, psychological well-being, enrichment, and sanitation.

BA 791. Professional Project. 3-6 Hours.
This course is used to award graduate credit for prior learning and educational experience obtained outside of the traditional classroom. Through the preparation of a professional project, students provide formal documentation of the specific graduate-level learning competencies which they have acquired through prior experience. A maximum of six (6) credit hours may be earned.

BA 792. Graduate Internship I. 3 Hours.
This course provides the student with a graduate experiential learning opportunity. Active participation in actual projects for the internship site is required and community service activities are welcome. 150 hours are required for this internship.

BA 793. Graduate Internship II. 3 Hours.
This course provides the student with a graduate experiential learning opportunity. Active participation in actual projects for the internship site is required and community service activities are welcome. 150 hours are required for this internship. Prerequisite(s): BA 792.

BA 794. Graduate Internship III. 3 Hours.
This course provides the student with a graduate experiential learning opportunity. Active participation in actual projects for the internship site is required and community service activities are welcome. 150 hours are required for this internship. Prerequisite(s): BA 793.

BA 796. Leadership Development. 3-6 Hours.
This course awards academic credit for participation in pre-approved professional development programs. These programs are designed to lead students in an exploration of leadership and their leadership capabilities. Throughout the programs, students are introduced to the study of leadership and are required to apply their leadership skills to group projects designed to bring positive change to the partner organizations with which they are working. Students must be a current or past member (2013 or later) of the Bangor Region Leadership Institute (BRLI) program, the Leadership Maine program, the Bangor Savings Bank Leadership Program, the Northern Light Health Professional and Organizational Development Program, or SHRM certification programs (CP and SCP). Additional programs may be added as approved.

BA 799. Topic/. 3 Hours.
Students work together in a seminar setting under the direction of a member of the graduate faculty. The content of the seminar will vary according to the interests of students and faculty involved.