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Faculty who are committed to your future.

A vibrant, close-knit community that brings people together. Knowledge that expands your world view.

Co-op, internship, and networking opportunities that prepare you to succeed. Ideas that enrich your life. An investment with lifelong returns.

THAT'S GRADUATE EDUCATION AT MERRIMACK COLLEGE.

Empowered To Be More



Master of Science in Management

In today's competitive job market, many organizations require a master's degree as the minimum qualification for the most sought-after positions. For recent graduates and working professionals, the one-year Master of Science in Management (MSM) program offers an accelerated path to obtaining an advanced degree that is valued by leading employers. Graduates of this program are prepared to capably address complex business challenges and compete for key leadership and management roles around the globe.

A dynamic offering from Merrimack College, the Master of Science in Management program has been carefully structured to meet the demands of early-career professionals. Featuring courses in finance, marketing, and global economics, the program is intensely focused on practical application. Real-world case studies, interactive discussions, and hands-on exercises provide students with opportunities to put their classroom lessons into action.

The best business programs take inspiration from both inside and outside the business world. That is why this program has been designed to benefit students who hold both business and non-business undergraduate degrees. Students with degrees in areas such as science, international relations, mathematics, engineering, liberal arts, and language arts will gain an excellent business education and acquire valuable skills and knowledge that will broaden their range of career options. All students have the opportunity to advance their skills, deepen their knowledge, and gain valuable, global perspectives providing them with a distinct advantage in today's marketplace.





More Innovative

Program Format

Merrimack's Master of Science in Management program is designed to be highly interactive and engaging. Learning alongside a diverse peer group deepens the graduate experience, builds camaraderie, and encourages an active exchange of ideas. Courses are held on campus in late afternoons and early evenings so students can maximize their time at work or in a co-op or internship.

The program offers an integrated curriculum that is carefully designed for maximum impact. With a fixed course schedule that promotes multidisciplinary learning, the Master of Science in Management program deepens your understanding of core business and management functions and how they work together.

As a Merrimack student, you will have access to academic advisory services. Throughout the course of your program, you will meet one-on-one with an academic advisor—helping ensure that you are on track to achieve your academic and professional goals.

Curriculum

Grounded in Merrimack's Augustinian tradition of learning, the Master of Science in Management curriculum promotes ethical, moral, and responsible business practices, graduating leaders who are well positioned to create value in the world. Rigorous research in finance, market analysis, global economics, ethics, and organizational theory give students the tools necessary to address current business challenges.





COURSE LISTINGS

Graduate Degree Requirements

- Financial Measurement, Analysis, and Reporting
- Marketing Analysis and Decision Making
- Business Intelligence and Statistical Analysis
- Effective Managerial Communication
- Professional Skills
- World Class Supply Chain Management
- Global Economy
- Competition, Innovation, and Strategic Advantage
- Responsibility and Integrity

Leadership Electives

Students select two courses:

- Personal Leadership
- Leading Effective Teams
- Leading Organizational Change
- Leading Creativity and Innovation in Organizations

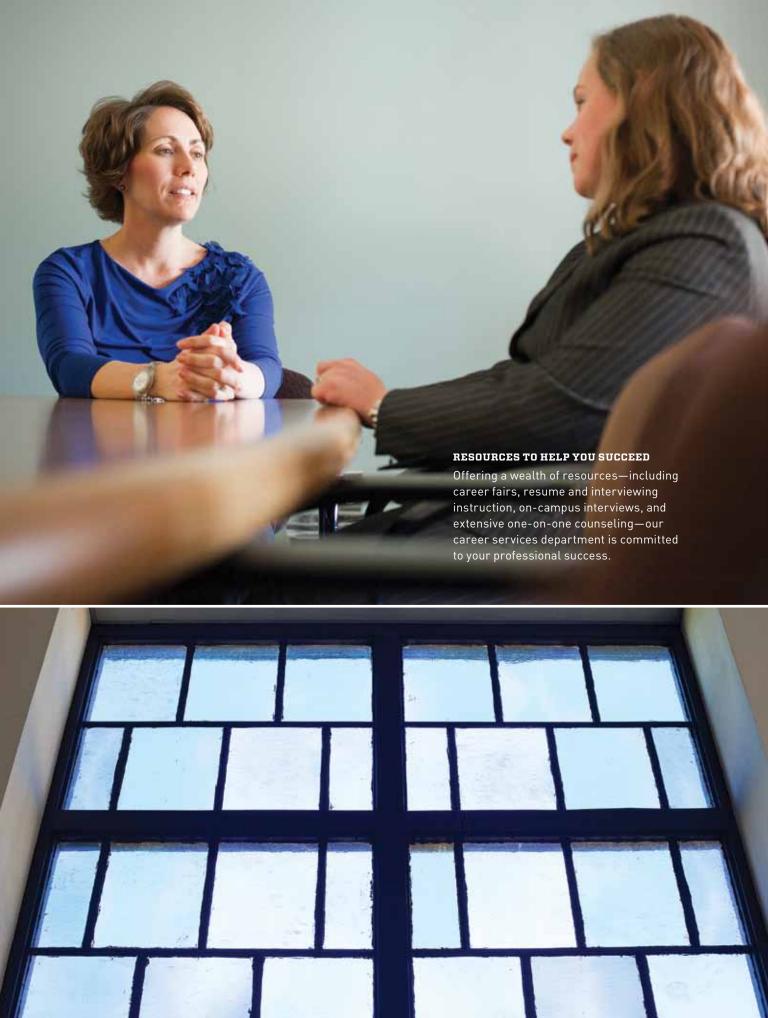
The program combines foundational four-credit courses with elective twocredit courses for a combined total of 32 credit hours.

PART-TIME. FULL-TIME. ANYTIME.

Merrimack's graduate programs are designed to meet the needs of:

- Undergraduate students who wish to acquire both a bachelor's and master's degree in just five years—in what we call a 4+1 format.
- Students with associate degrees who wish to obtain their bachelor and master degrees in three years, at one school
- Young professionals who wish to acquire their master's degree via a one-year intensive format
- Working professionals who want to earn a graduate degree part-time while continuing to hold down a job

In all instances, students have the option to apply for and gain valuable work experience through Merrimack's co-operative education and internship programs—emerging with the degree and experience they need to succeed in their chosen fields.



More Prepared



Experiential Learning

Our graduate programs are designed to help students reach their ultimate goal whether it's improving their professional status, obtaining a promotion, or shifting into a more enriching, high-growth field. To that end, we've developed an experiential learning option that provides access to co-ops and internships in students' field of study and coordinates with their class schedule. We also assist with career development by connecting students with our strong network of employers, mentors, and alumni.

- Merrimack's Graduate Cooperative Education/Internship program enables students to gain relevant work experience, apply their classroom skills in real-world settings, test drive different career options, and identify their own personal strengths and areas for career growth.
- Students define their career vision by further exploring emerging interests and investigating opportunities for professional and personal growth. They may opt to participate in a variety of career-related activities, including self-assessments, private career coaching, one-on-one interview instruction, and on-campus recruiting.
- Our extensive career and professional development resources equip students with the tools and knowledge they need to achieve success. From the Mentor Match program and Library Guide research tools to the Online Career Hub and InterviewStream an online interview practice service, students can refine their skills, focus their job search, and make valuable industry contacts.



IMPROVE YOUR ODDS.

GRADUATES WHO COMPLETE AN INTERNSHIP/CO-OP ARE MORE LIKELY TO HAVE A JOB OFFER BY GRADUATION THAN THOSE WHO DON'T.*

*Source: Graduate Management Admission Council, (GMAC)

DISCOVER WHAT YOU WANT.

YOU WILL BE BETTER EQUIPPED TO MAKE AN INFORMED DECISION ABOUT YOUR CAREER PATH. REAL-TIME EXPERIENCE HELPS CRYSTALLIZE A DECISION THAT CAN CHANGE YOUR LIFE.

BOLSTER YOUR RESUME.

YOU WILL ESTABLISH A TRACK RECORD OF SUCCESSFUL PROJECTS, ACCOMPLISHMENTS, AND MILESTONES THAT GIVE YOU A COMPETITIVE EDGE.

GET PAID WHILE YOU LEARN.

EARN INCOME AND GAIN PROFESSIONAL WORK EXPERIENCE THAT GIVES YOU THE UPPER HAND IN A COMPETITIVE JOB MARKET.

GAIN VALUABLE SKILLS.

THERE'S NOTHING LIKE A PROJECT DEADLINE TO HELP YOU MASTER VALUABLE SKILLS LIKE TEAMWORK, LEADERSHIP, PROBLEM SOLVING, AND NEGOTIATION.

BUILD CONFIDENCE.

YOU WILL SHARPEN YOUR
INTERPERSONAL SKILLS AND
BECOME MORE SELF-ASSURED—
QUALITIES THAT WILL PROVE
VALUABLE THROUGHOUT YOUR
CAREER.

ESTABLISH RELATIONSHIPS WITH INDUSTRY LEADERS.

IT'S A CHANCE TO KICK YOUR NETWORKING INTO HIGH GEAR AND MAKE VALUABLE LIFELONG CONTACTS.

REFERENCES, REFERENCES, REFERENCES.

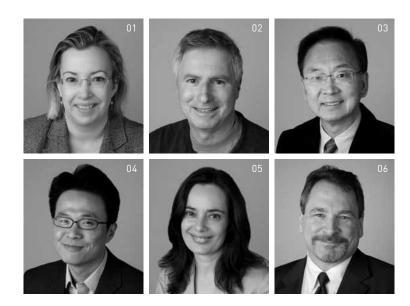
FEW JOB-SEARCH TOOLS ARE MORE POWERFUL THAN A RECOMMENDATION FROM AN IMPRESSED MANAGER OR CEO.



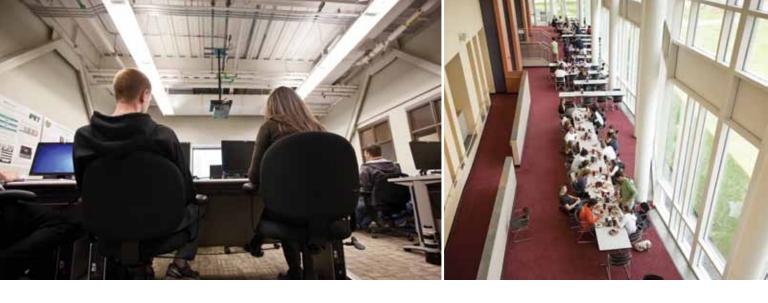
More Inspiring

World-Class Faculty

The distinguished faculty of the Girard School brings international industry and academic experience into the classroom. Dedicated to developing the next generation of business leaders, faculty members publish extensively, mentor tomorrow's leaders, and represent Merrimack College and the Girard School of Business and International Commerce in professional organizations across the region.







Faculty

JULIE FITZMAURICE

Assistant Dean and Associate Professor, Department of Marketing Ph.D., University of Connecticut M.B.A., Georgetown University M.A., Yale University B.A., Brandeis University

Dr. Fitzmaurice has researched a range of topics including consumer materialism and consumer-brand relationships. She has published articles in the Journal of Marketing Theory and Practice, Psychology and Marketing, and Journal of Consumer Marketing. Dr. Fitzmaurice was awarded the Michael J. Solomon award for the Best Paper in the Consumer Behavior Track, Society for Marketing Advances 2006 Conference.

LEONARD GUIDA

Instructor, Department of Finance M.B.A., Suffolk University B.S., Boston College

Leonard Guida has taught a range of courses from Financial Management to Corporate Finance. Prior to joining Merrimack College, he worked in Paris, France, for Altran Technologies, SA and Arthur D. Little Group. While there, he was responsible for overseeing financial planning, operations, and general business affairs. He is also a consultant in the fields of mergers and acquisitions, business assessment, corporate strategy, and capital management.

S. BRUCE HAN

Professor, Department of Management Ph.D., University of Rhode Island M.B.A., University of Michigan B.S., Cornell University

Dr. Han has several years of extensive industrial experience with Eastman Kodak Company and TRW, Inc. His current research interests are in the areas of supply chain, quality, and operations management. In addition to teaching classes on Business Statistics and Managing World-Class Operations, he has published in a number of journals including the International Journal of Quality & Reliability Management and International Journal of Productivity & Quality Management. Dr. Han has also held a variety of leadership positions at the Northeast Decision Sciences Institute.

SIRKWOO JIN

Assistant Professor, Department of Management Ph.D., University of Maryland at College Park M.A., Seoul National University B.A., University of Maryland at College Park

Prior to joining the Merrimack faculty, Dr. Jin taught at the R.H. Smith School of Business, University of Maryland at College Park where he received the "Top 15% Teaching Award." His research focuses on strategies to enhance creativity and innovation in teams and organizations, as well as the development of management and leadership talent in teams. One of his works was published in the 2008 Best Paper Proceedings of the Academy of Management Conference and he is also the coauthor of "The Structure of Affect: History, Theory, and Implications for Emotional Research in Organization," published in the Research Companion to Emotion in Organizations.

ANA SILVA

Assistant Professor, Department of Finance Ph.D., University of Houston M.B.A., Madrid Business School – University of Houston B.S., Universidad Complutense de Madrid

Dr. Silva's research focuses on market microstructure, emerging markets, and corporate governance. She has published articles in the Journal of Banking and Finance, Journal of Applied Corporate Finance, and other peer-reviewed journals. Prior to joining Merrimack College, Dr. Silva taught M.B.A. and undergraduate-level courses at Bentley University and the Instituto de Empresa Business School in Spain. Over the years, she has taught several courses, including Managerial Finance, Advanced Corporate Finance, and Corporate Governance. In recognition of her teaching effectiveness, she has received teaching awards from leading universities in Europe and Latin America.

MARK CORDANO

Dean, Girard School of Business and International Commerce Ph.D., University of Pittsburgh M.B.A., Indiana University B.A., Cornell University

Prior to joining Merrimack College, Dean Cordano served as interim dean of the School of Business at Ithaca College where he was involved in the school's enrollment, curriculum, assessment, and sustainability initiatives, as well as development and fundraising. He has also served as assistant professor of management at Wright State University's Raj Soin College of Business. A prolific writer of journal articles, he frequently speaks at industry conferences.





JULIE FITZMAURICE

Assistant Dean and Associate Professor, Girard School of Business and International Commerce

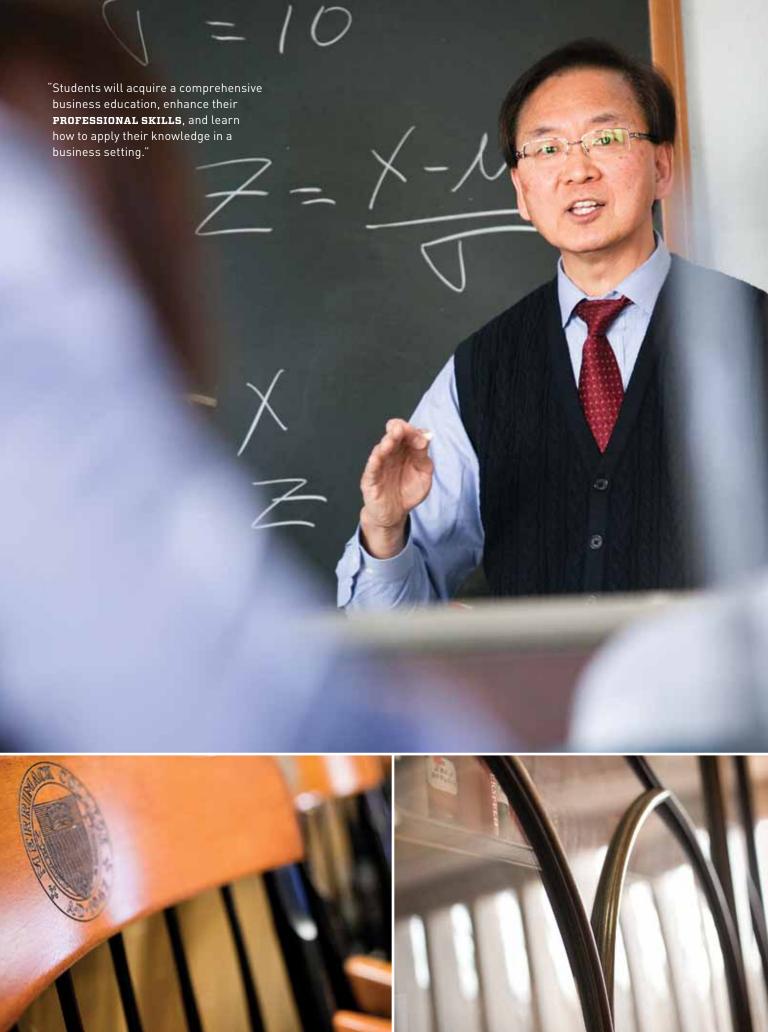
Ever wondered why people splurge? Or what they splurge on? Assistant Dean Julie Fitzmaurice has spent years investigating this very idea. It all started with a birthday. "It was my birthday and I was considering buying something nice for myself. It got me thinking about consumer splurges."

Professor Fitzmaurice was interested in learning how consumers define their purchases. While conducting the research that was later published in several leading academic journals, she discovered that when people splurge on something, they remember it and even years later, still identify it as a "splurge item."

Her research showed that splurges could be any value—ranging from candy and lipstick to furniture and vacations. What defined the splurge was the consumer's desire to go above and beyond what was needed—in essence, satisfying a want versus a need.

Even more interesting was how consumers felt about their splurge later on. More materialistic consumers—those who defined splurges as items that they could wear or display—reported stronger feelings of guilt over their purchases. For them, the splurge did not provide a sense of lasting satisfaction or happiness. Conversely, low materialistic consumers, who tend to splurge less often, seem to get a lot of mileage out of their splurges. They extract a lot of pleasure from a splurge purchase and the feelings linger, often for years.

Professor Fitzmaurice can relate. "I splurged on a nice stove. It was more than I needed, but I got a lot of joy out of buying it. Even though I bought it several years ago, it still feels recent to me. The enjoyment I'm still receiving from this purchase has dampened my need to go out and splurge again."



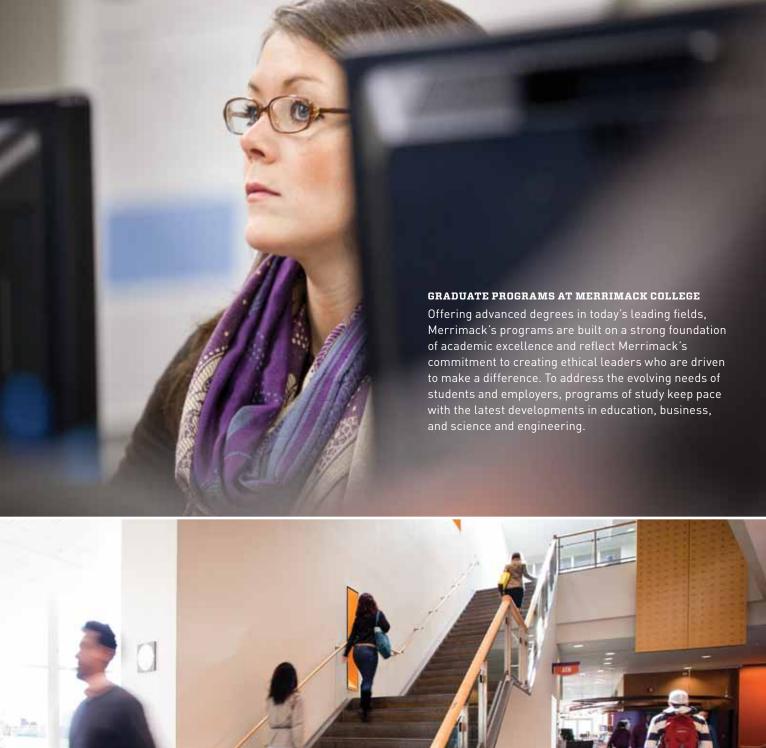
S. BRUCE HAN

Professor of Management, Girard School of Business and International Commerce

"This program has been carefully structured to benefit several different types of students. For those with non-business backgrounds—including students with degrees in science, engineering, or liberal arts—this program helps them convert their education into a career. They will acquire a comprehensive business education, enhance their professional skills, and learn how to apply their knowledge in a business setting.

For graduates with business degrees, the Master of Science in Management program builds on their undergraduate degree by enabling them to put key concepts into action through case studies, skill-based exercises, and small group projects. They will deepen their understanding of complex business issues and develop advanced skills that are critical for achieving professional success.

Finally, international students find this program attractive due to its accelerated format, flexible admissions process, convenient location, and focus on global business issues."





More Equipped



About the Francis E. Girard School of Business and International Commerce

A dynamic center of study and collaboration, the Francis E. Girard School of Business and International Commerce (Girard School) is the premier destination for graduate students looking for a broad international approach in a small, supportive environment. The Girard School strategically positions students to network with and learn from innovative leaders in business, management, and commerce.

The Girard School was established in 2000 thanks in part to a generous gift from Merrimack alumnus Francis E. Girard '62, telecommunications visionary and CEO of Comverse Network Systems. Girard's vision for the business school included emphases on global awareness, excellence in teaching, and state-of-the-art technology.

The Girard School promises graduate students a rigorous, effective course of study through an integrated curriculum and commitment to small class size that sets it apart from other business schools. Girard's founding promise to prioritize global awareness and teach international, as well as domestic business concepts, uniquely readies graduates to compete for jobs anywhere in the world. By promoting leadership, innovation and global responsibility the Girard School prepares tomorrow's business leaders to identify opportunities and approach them ethically and responsibly.



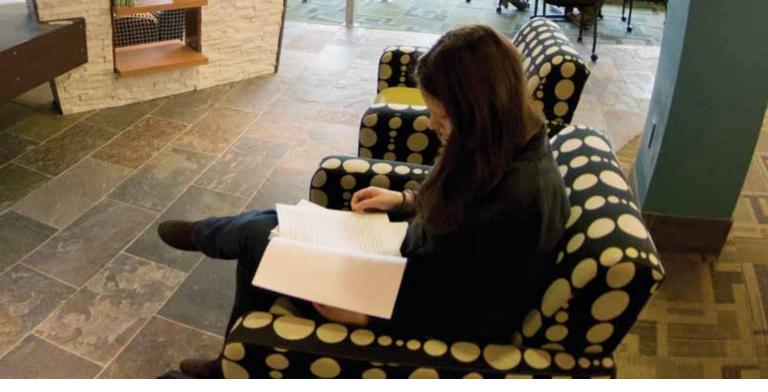
More Connected

A Network That Helps You Be More

After discovering their passions and developing their skills at Merrimack, our alumni continue the College's tradition of excellence out in the world. Through their careers, humanitarian work, and leadership roles that span industries and geographies, Merrimack alumni contribute to the betterment of society. Our alumni network grows with every graduating student, connecting students so they can build on each other's success.

Empowered by their Merrimack education and values, our alumni influence industry, instigate change, and improve lives.

- They are on the leading edge of media and technology, like Joseph Graziano '65, former Executive Vice President and Chief Financial Officer (CFO) of Apple, former CFO of Sun Microsystems, and a member of Apple and Pixar's Boards.
- They are on the front line of the country's health care, like Mary Franco '81, President of the Norwalk Hospital Foundation.
- They come alive in the public eye, like Mike Macklin '73, television news reporter and WHDH-7 political correspondent; and Charlie Day '98, actor in "It's Always Sunny in Philadelphia."



- They go on to influence politics, like James Murphy '91, a member of the Massachusetts House of Representatives.
- They play professional sports, like NHL player Joe Cannata '12 of the Vancouver Canucks; and the great Carl Yastrzemski '66, Hall of Famer and former Red Sox superstar.
- And like Russ Byrne '04, a Vice President at Goldman Sachs; Dominic Crowe '87, Managing Director Bank of New York Mellon; and Kevin Roche '62, former CFO of Dow Jones, they make the world markets move.

Merrimack Graduates are in Demand

Our strong alumni connections facilitate close ties with many prominent institutions, giving students an edge in the job marketplace. Master of Science in Management graduates benefit from alumni relationships at financial institutions such as Bank of New York Mellon; General Electric Capital; Goldman Sachs; Deloitte, Ernst & Young; ING; PriceWaterhouseCoopers; State Street; SunLife Financial; and Wells Fargo. Our graduates also work at technology giants, including EMC and iRobot, and sports organizations, including the New England Patriots and Bauer Hockey.



JOHN LEAHY '80 Chief Financial Officer, iRobot



After graduating from Merrimack, I worked for 17 years at PepsiCo, where I relocated seven times and held three CFO positions—two of which were international postings. In my next role, I was CFO of Keane, a \$1 Billion IT services company, for seven years, and then joined iRobot in 2008. While we're primarily known for our Roomba robotic vacuum, iRobot also makes industrial, maritime, and military robots, including ground robots

that can detect and dispose of bombs. Since 2008, annual revenues have grown to nearly \$500 million. Because our company is growing, I am always on the lookout for talented professionals to fill key roles. Today at iRobot, two Merrimack alums are colleagues of mine—serving as our senior vice president of finance and vice president of marketing.

I had a tremendous experience at Merrimack. The small classes, outstanding faculty, and caring community set me up well for future success. During my time at Merrimack, Professors Don Nelson and Skip Hachey, as well as Father Bill Wallace, all had a huge impact on me. Another great aspect to my Merrimack experience was meeting my wife Cyndy, who graduated in 1981. In fact, we were married at Merrimack's Collegiate Church of Christ the Teacher!

In my opinion, Merrimack's business education is as good as you can get anywhere. Over the course of my professional life, I've had the opportunity to evaluate different schools and their graduates. I truly believe that Merrimack ranks among the best.

More Engaged



Why Merrimack?

A contemporary Catholic college, Merrimack College offers education with heart an approach that reflects our Augustinian roots and commitment to giving back. Merrimack's growing graduate programs feature excellent academics, small classes, and a vibrant, close-knit community. Located just north of Boston, Merrimack's suburban campus has a long history of distinction and an amazing alumni network—23,000 accomplished professionals who are committed to serving the greater good.

Our small, highly interactive classes and individualized approach to learning, encourage you to engage, debate, and exchange ideas with your classmates and professors. Our graduate offerings support our mission of becoming a highly ranked, internationally respected, Catholic college with selective master's degree programs.

As a Merrimack student, you'll enjoy

- 24/7 access to the newly renovated McQuade library
- · Our fully-equipped fitness center and track
- Campus-wide Wi-Fi
- Access to housing, if needed

More to Explore

When it comes to location, our students truly get the best of both worlds. Situated in suburban North Andover, Merrimack's campus stretches over 220 acres of picturesque, landscaped grounds. Graduate students will enjoy the state-of-the-art information commons, spacious study lounges, a coffee bar and café (open until 1:00 a.m.), easy access to computers and printers, and innovative career and cooperative education center.

Just 25 minutes south of campus, the world-class cities of Boston and Cambridge are hubs of professional activity. Not only do some of the country's most prestigious employers call these cities home, they're destinations that offer unlimited culture, entertainment, and activities. Dine al fresco at Liberty Wharf or check out the Institute of Contemporary Art in the ultra-hip Fort Port Channel. Take in a Red Sox game at historic Fenway Park or see the Celtics or Bruins win at TD Garden. Shop on Newbury Street or eat at the best restaurants in the state. Cape Cod, Nantucket, and Martha's Vineyard are just two hours away as are the mountains of New Hampshire, Vermont, and Maine to the north. Whatever your passion, Merrimack offers you more.







ONE OF AMERICA'S TOP COLLEGES FORBES

FOR THE SECOND CONSECUTIVE YEAR, MERRIMACK HAS BEEN RECOGNIZED AS ONE OF AMERICA'S TOP COLLEGES, HAVING ADVANCED TO NO. 274 OUT OF 650 SCHOOLS.

AMONG THE BEST IN THE NORTHEAST PRINCETON REVIEW

ONCE AGAIN, MERRIMACK HAS BEEN NAMED TO THE *PRINCETON REVIEW*'S "BEST OF THE NORTHEAST" LIST—AN AFFIRMATION OF OUR COMMITMENT TO ACADEMIC EXCELLENCE AND A TESTAMENT TO OUR OUTSTANDING FACULTY.

8TH BEST REGIONAL COLLEGE IN THE NORTH U.S. NEWS & WORLD REPORT

AS EVIDENCE OF OUR COMPETITIVE POSITION ACROSS ALL DIMENSIONS, MERRIMACK HAS BEEN RECOGNIZED AS A LEADING REGIONAL COLLEGE BY US NEWS & WORLD REPORT.

GREAT COLLEGES TO WORK FOR THE CHRONICLE OF HIGHER EDUCATION

FOR THE FIRST TIME, MERRIMACK HAS BEEN NAMED TO THIS PRESTIGIOUS LIST—CALLING OUT OUR TEACHING ENVIRONMENT, AND TENURE CLARITY AND PROCESS.

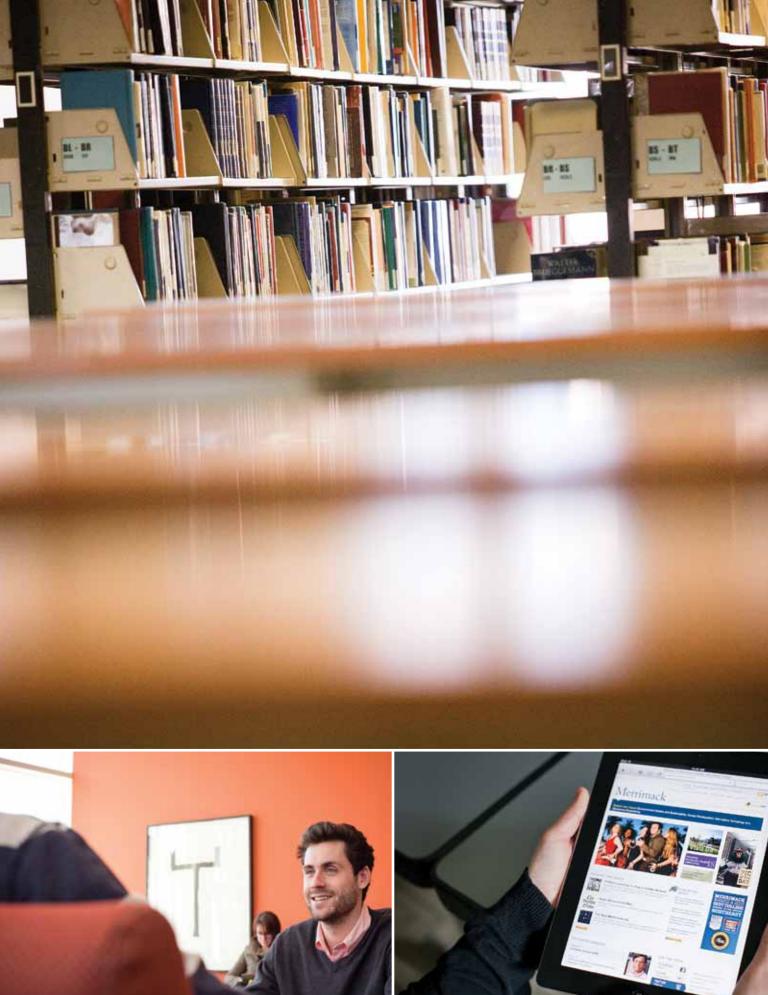
NATIONAL RECOGNITION FOR COMMUNITY SERVICE

NAMED TO THE PRESIDENT'S HIGHER EDUCATION COMMUNITY SERVICE HONOR ROLL, MERRIMACK HAS BEEN HONORED FOR OUR VOLUNTEERISM, SERVICE LEARNING, AND CIVIC ENGAGEMENT INITIATIVES.

COLLEGES WORTH YOUR INVESTMENT

MERRIMACK WAS RANKED AMONG THE TOP 20% OF SCHOOLS NATIONWIDE IN PAYSCALE'S 2012 REPORT WHICH MEASURES TUITION RETURN ON INVESTMENT.





Being More Starts Here

How to apply

Merrimack College reviews all graduate applications in a holistic way, taking into consideration many factors in a student's personal and scholastic records that may contribute to his or her potential for future academic and professional success. The Admissions Committee will review undergraduate GPA, course of study, and curriculum, in addition to relevant job or internship experience, personal or professional accomplishments or demonstrated leadership, letters of recommendation, and an applicant's goals for the program as outlined in their personal statement.

A complete application to the graduate program includes:

• Official college transcripts

Merrimack undergraduate students may request release of their transcripts at no cost by indicating their permission for release on the graduate application.

Resume

An applicant's resume or curriculum vitae (CV) should contain a summary of relevant job experience and education. Applicants may also include relevant activities, awards, and interests.

Personal statement

All applicants are required to submit a personal statement (500-1,000 words) that explains their interests and future goals.

Recommendations

Two professional or academic recommendations are required.

TOEFL scores (international applicants only)

The Test of English as a Foreign Language (TOEFL) is designed to measure an applicant's ability to communicate in English in a college or university setting. Merrimack College requires a minimum score of 80 on the Internet-based test (no subset below 18).

IELTS scores (international applicants only)

The International English Language Testing System (IELTS) is designed to measure an applicant's ability to communicate in English in a college or university setting. Merrimack College requires a minimum IELTS score of 6.5 (with no band below 5.5) for all graduate applicants.

• Standardized test scores are not required to complete an application, though we encourage students to submit test scores if they have taken an exam. Merrimack College reserves the right to ask any applicant for additional supplemental requirements in consideration of their application, including but not limited to official standardized test scores or an in-person interview.

Applications are reviewed by the Graduate Admissions Committee once they are complete. Admission to the graduate program is on a rolling basis.

For more information

Visit www.merrimack.edu/graduate for complete admissions information and to apply online. To meet with a graduate admissions counselor, please call 978-837-5073.

Financial aid

Merrimack College is committed to assisting students in achieving their educational goals. That's why we offer scholarships for deserving graduate students. Graduate students enrolled at least half-time (a minimum of 4 credits per semester) may qualify for financial aid in the form of Unsubsidized Federal Stafford loans. Students may apply for financial aid by completing a 2012-13 Free Application for Federal Student Aid (FAFSA) online at http://www.fafsa.gov.

For additional information, please visit www.merrimack.edu/graduate or contact our Office of Financial Aid at 978-837-5186.



GMGT 5110

BUSINESS INTELLIGENCE AND STATISTICAL ANALYSIS

Innovations in information technology have resulted in data-intensive business environments. This course discusses the importance of business intelligence and how it can be used to support better business decision making. Students will explore procedures for data collection, statistical analysis, and correct interpretation. This course focuses on the conceptual understanding of and construction of models as applied to business problems. Students will use computer software to perform most of the required calculations and learn to present their results and recommendations to aid in decision making. In this course, statistics are presented as "value-added tools" in the process of converting data into useful information that can be used help business professionals make more informed decisions. This course covers topics such as statistical inferences and regression analysis.

GMGT 5120

WORLD-CLASS OPERATIONS AND SUPPLY CHAIN MANAGEMENT

In the face of ever-increasing global competition, only world-class firms will be able to compete and prosper. Operations management is a primary business function that is directly responsible for transforming resources into desired goods and services. Supply chain management manages the entire flow of information, materials, and services that move to and from the transformation processes of the firm. This course emphasizes the importance of effectiveness and efficiency in creating value along the supply chain and covers important concepts, techniques, and practices that are used to manage world-class operations and supply chains. Students will learn that understanding the needs of the customer, aligning and coordinating those needs into the organization, communicating those needs throughout the supply chain, and delivering what the customer wants are critical to operations and supply chains. By the conclusion of the course, students will have an understanding of key issues and challenges that world-class operations and supply chains face in today's global economy.

GMGT 5130

PROFESSIONAL SKILLS

This course has been designed to bridge financial theory with realworld application by introducing students to assignments that build a mastery of productivity tools used by today's managers. Students will learn how to develop, build, and organize spreadsheet models in order to create scenario analysis, analyze the impact of uncertainty, and formalize trade-offs in the context of business decisions. Students will learn to integrate a variety of supporting materials to deliver a thorough business presentation. The course will explore the use of spreadsheets as an effective management tool both for financial analysis and for coordinating its results and actions with other departments in the company including marketing, sales, and manufacturing operations. By the course's conclusion, students will have a more analytic view of business decision making and be more adept at analyzing data and presenting project results in a business context.





GMGT 5140

EFFECTIVE MANAGERIAL COMMUNICATION

This course focuses on developing skills that are essential to leaders: the ability to summarize complex business information and the ability to develop a persuasive argument. Both challenges require leaders to think strategically and integrate various communication skills. Students will apply these skills in several contexts: case analyses, business meetings, team plans, and presentations. Being able to understand and communicate key issues, identify the main problem, and delineate important elements of alternatives or recommendations requires a comprehensive understanding of business. Knowing how to develop and refine a persuasive argument is essential in pitching new ideas, proposing recommendations, and influencing decision-makers. In this course, students learn how to analyze a message, purpose, and audience; develop strategies for structure and style; construct persuasive arguments; create visuals that incorporate data in substantive and influential ways; and make decisions about tone, organizational flow, and quality of evidence.

GMGT 5150

FINANCIAL MEASUREMENT, ANALYSIS. AND REPORTING

This course introduces students to the practice of financial management. Through assigned readings, class discussions, and case analyses, students learn standard financial analysis and reporting techniques in a practical and intuitive way. The course initially explores basic concepts in accounting and financial management and explores how to measure corporate financial performance. Building on these analytical techniques, we examine financial planning with an emphasis on managing growth. The next part of the course focuses on developing tools for evaluating investment opportunities and measuring risk. We analyze investment opportunities and recommend the criteria that facilitate the most consistent approach to making decisions that create value. We conclude by examining how the course's practical and analytical tools can be integrated and applied to measure business value.

GMGT 5160

MARKETING ANALYSIS AND **DECISION MAKING**

Marketing combines an understanding of strategy, human behavior, creativity, and research skills. This course covers the art and science of marketing. Launching, growing, or sustaining products—goods or services—demands in-depth knowledge of the competitive landscape, insights into consumers' needs and responses, and a keen sense of emerging trends. This course introduces marketing concepts, theories, and models to students helping them develop an in-depth understanding of specific, key topics, including: new product development and branding, consumer decision making and advertising, marketing research design, and corporate marketing strategy. In this course, students apply strategic marketing analysis to identify and address a business challenge or problem. Using facts, data analysis, projections, and inferences, students make managerial decisions and recommendations. By the course's conclusion, students will possess a deep understanding of specific marketing topics and how marketing impacts business performance.

continued on next page

GMGT 5210

GLOBAL ECONOMY

This course provides a broad overview of international economics and the global economy in a way that is practical and useful for a manager. Specifically, the course examines how economies are interdependent and discusses the interdependencies and implications. Initially, we define the global institutions, their structures, and the role of various institutions (e.g., IMF, World Bank, etc.) in the world economy. From a practical standpoint, this course equips students with the foundational knowledge necessary to understand global business and business-related news. Also, this course explores specific advanced topics in-depth: regional consumer/ business markets, financial markets, and theories of international trade. In each area, students will connect concepts to current news stories and apply their knowledge by analyzing cases and conducting project research. Overall, students develop a framework for analyzing both opportunities and risks in global and dynamic financial, economic, and business environments.

GMGT 5220

RESPONSIBILITY AND INTEGRITY

This innovative course introduces students to the challenges of conducting business in a global environment. Companies continually search for ways to achieve competitive advantage, differentiate their firm, and build meaningful, valued brands that connect with and deliver value to consumers. In this course, we will examine global corporate strategies within the context of socially responsible business behavior. The course will explore potential conflicts with business and social stakeholders. Students will gain a deeper understanding of the emergence of global business activities, business ethics, stakeholder interests, strategic philanthropy, sustainable

business practices, and corporate responsibility. We discuss companies' social strategies and evaluate their efficiency and effectiveness at generating business, building strong brands, enhancing consumer value, and improving society.

GMGT 6210

PERSONAL LEADERSHIP

This course helps students understand their leadership strengths, including how to identify and choose opportunities for improving their leadership capabilities. Students learn how to see and evaluate themselves as leaders and discover how others view their leadership capabilities. Throughout the semester, students build a comprehensive assessment of their leadership skills and competencies based on evaluations and other input. By the conclusion of the course, students will develop a personal leadership development plan—a specific and measurable plan for strengthening their own leadership skills.

GMGT 6220

LEADING EFFECTIVE TEAMS

The ability to design, build, and sustain high-performing teams is essential to the success of an organization. Based on micro- and macro-management theories and concepts, students will gain advanced insights and develop the skills required to design effective work teams and motivate and facilitate teams to achieve high performance. Covered topics will include team composition, diversity management, task design, team development, team competence, team leadership, and inter-team relationships.

GMGT 6230

LEADING ORGANIZATIONAL CHANGE

Leaders must address continuing challenges of change and organizational adaptation. This course provides students with practical skills and tools for planning, managing, evaluating, and surviving largescale organizational change. They will examine a variety of emerging business issues and concepts, including knowledge management, "learning organizations," and network management.

GMGT 6240

LEADING CREATIVITY AND INNOVATION IN ORGANIZATIONS

This course focuses on how to generate and implement novel and useful ideas. Students will also examine how leaders facilitate these processes. Based on both psychological and sociological perspectives on management, the course will explore the determinants of creativity and innovation at the individual, group, organizational, and inter-organizational levels of analysis. Students will become familiar with current thinking in the field, and apply their knowledge and understanding to practical business situations and case studies.

GMGT 6290

COMPETITION, INNOVATION, AND STRATEGIC ADVANTAGE

This course examines how managers integrate operations, marketing, finance, information systems, and management processes to achieve competitive advantage. Students will examine how to analyze the external environment and assess the capabilities of an organization to craft competitive strategies. Students will review different perspectives and strategies to gain an understanding of the competitive dynamics within a strategic group. By reviewing case examples, students will examine how managers combine analysis with creative problem solving to achieve innovative strategies, create new markets, and compete in novel ways.





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