



**Addendum to the 2019-2020 Graduate Catalog  
Universidad Ana G. Méndez Online Campus**

This addendum includes the new undergraduate programs to be offered starting on May 2020 and admission requirements.

April 2020

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# Contents

## New Programs

Master in Business Administration with major in Finance .....	1
Master's Degree in Business Administration with specialization in International Business with Focus on Latin America .....	6
Master in Communications with specialization in Public Relations .....	11
Master in Accountancy .....	14
<b>Revision of Admission Requirements .....</b>	<b>17</b>

## Master in Business Administration with major in Finance

The **Master in Business Administration with major in Finance** will provide students with theoretical and practical concepts of management and in particular entrepreneurial management with a strong emphasis on finance based on global and regional case studies and contexts. This MBA in Finance, in general orientation, will prepare students for roles in financial risk management and in addition provides a choice of corporate finance study, all with a global perspective. Emphasis is given on developing a sound working knowledge of core disciplines and the analytical financial skills necessary to understand and direct the work of other functional and operational specialists in cross commercial or entrepreneurial settings.

CORE COURSES			
Course	Title	Credits	Pre-requisites
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 502	Marketing Management	3	
FINA 505*	Managerial Finance*	3	
ACCO 504*	Accounting for Decision Making*	3	
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods and Business Statistics	3	
	<b>Total</b>	<b>21</b>	
SPECIALIZATION COURSES			
Course	Title	Credits	Pre-requisites
FINA 702	Corporate Finance	3	FINA 505
FINA 706	Investments and Financial Markets	3	FINA 505
	<b>Total</b>	<b>6</b>	
ELECTIVE COURSES (Select two)			
Course	Title	Credits	Pre-requisites
FINA 704	Entrepreneurial Finance	3	FINA 505, FINA 702
FINA 705	Financial Derivatives	3	FINA 505, FINA 706
FINA 707	Risk Management in Financial Institutions	3	FINA 505, FINA 702, FINA 705, FINA 706
FINA 708	Financial Management in Public, SME's and Non-Profit Organizations	3	FINA 505, FINA 702, FINA 706
FINA 709	Global Corporate Finance and Sustainability	3	FINA 505, FINA 702
FINA 715	International Finance	3	FINA 505, FINA 702, FINA 706
FINA 716	Money, Banking and Investment Markets	3	FINA 505, FINA 702
FINA 717	Advance Investment Knowledge	3	FINA 505, FINA 702, FINA 705, FINA 706
	<b>Total</b>	<b>6</b>	
DEGREE REQUIREMENT (Select one)			
Course	Title	Credits	Pre-requisites
FINA 721**	Advance Finance Seminar	3	27 credits approved or more
MANA 742**	Simulation	3	27 credits approved or more
MANA 740**	Thesis for Business Administration	3	27 credits approved or more
	<b>Total</b>	<b>3</b>	
FREE ELECTIVE			
	Free Elective	<b>3</b>	
	<b>Total Credits</b>	<b>39</b>	

\* ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

\*\*Full semester course.

### Important Notes:

- It requires a bachelor degree minimum GPA of 3.00 in a scale of 4.00.

**ADMI 500 - Managing Organizations****Credits - 3****Pre-requisite - None**

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

**ACCO 504 - Accounting for Decision Making****Credits - 3****Pre-requisite - ACCO 500** (recommended for students with no background knowledge in business administration)

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

**ECON 505 - Business Economics****Credits - 3****Pre-requisite - FINA 505**

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

**FINA 505 - Managerial Finance****Credits - 3****Pre-requisite - ACCO 500** (recommended for students with no background knowledge in business administration)

The course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

**FINA 702 - Corporate Finance****Credits - 3****Pre-requisite – FINA 505**

This course covers the theory and empirics of corporate finance. The starting point of the course is an introduction to the Modigliani-Miller irrelevance theorems, which describe a frictionless set-up in which capital structure is independent of the firms' characteristics or choices and is irrelevant for the valuation of the firm. A variety of deviations from this frictionless scenario are then studied. In these different cases we analyze optimal capital structure, payout policies, corporate taxation, financial distress, the use of capital structure as a signaling device, and control allocation, amongst others, and how these affect the firm's valuation and investment decisions. In addition, we will also cover topics related to corporate governance, initial public offerings, managerial compensation, financial constraints and mergers and acquisitions.

**FINA 704 - Entrepreneurial Finance****Credits - 3****Pre-requisite – FINA 505, FINA 702**

This course covers the financial aspects of small business entrepreneurship for owners of sole proprietorships, partnerships, and small nonpublic corporations. We cover (in varying degree) the following topics: economic concepts of finance, management functions, business organizations and ownership, elements of a business plan, problems with financial statements, vertical analysis, horizontal analysis, ratio analysis, profitability, bankruptcy, break-even analysis, forecasting, pro forma financial statements, current working capital management, effective rate of return, time value of money, techniques of capital budgeting, risk management, investment strategies, pension planning, and estate planning. There will be a heavy use of cases for the application of entrepreneurial financial concepts.

**FINA 705 - Financial Derivatives****Credits - 3****Pre-requisite – FINA 505, FINA 706**

The purpose of this course is to help prospective financial managers, general managers and senior functional managers gain a thorough understanding of what financial derivatives are, how they work, how they are used, and how to measure the risks and rewards associated with them. While using and trading derivatives can add enormous value to a firm, a lack of understanding of risk management techniques can easily lead to disaster. It is, therefore, vital for financial and nonfinancial firms to be knowledgeable about the latest tools, tactics, and strategies for risk management using derivatives. This course consists of two parts. The first part of the course deals with the structure of futures markets, pricing of futures contracts and hedging with such contracts. The second part of the course deals

with options markets; strategies, pricing and position analysis and hedging with such contracts. The course will consist of lectures, discussions, problem solving, cases and market tracking.

## **FINA 706 - Investments and Financial Markets**

**Credits - 3**

**Pre-requisite – FINA 505**

This course discusses Portfolio Theory with applications to the markets for equities, fixed income securities, and options. Risk analysis and investment strategies are discussed within the financial crisis context. The following question will be proposed to students: How can I increase the value of my firm by using investments? The answer to this question will be the object of study in this course. There will be a heavy use of cases and paper for the application of Investment theory so that an answer to the “course question” may be developed.

## **FINA 707 - Risk Management in Financial Institutions**

**Credits - 3**

**Pre-requisite – FINA 505, FINA 702, FINA 705, FINA 706**

A financial institution faces market and credit risk every day: Changes in foreign exchange rates, interest rates, stocks, and commodity prices make organizations vulnerable to financial loss. As a result, uncertainty surrounds an organization’s future and the fair market values of its assets and liabilities. This course offers insight on managing uncertainties and the successful use of hedging strategies and derivative instruments, demonstrating how to aggregate information from across an organization, combine different instrument types into one portfolio, perform scenario and stress tests, calculate at-risk measures, and deliver a customized report. Also presented is an overview of the most recent techniques used in credit-risk management, aimed at new models in this fast-developing area. Examples taken from well-known cases underline the importance of an adequate credit-risk management system.

## **FINA 708 - Financial Management in Public, SME's and Non-Profit Organizations**

**Credits - 3**

**Pre-requisite – FINA 505, FINA 702, FINA 706**

This course studies the finances of public, SME's and nonprofit organizations from an integrated point of view. The finances in public organizations are guided by the Government’s fiscal, economic and monetary policies. These policies will have a direct impact on SMEs and nonprofit organizations. On the other hand, the Government needs to promote the creation and proliferation of SMEs and nonprofits to maximize economic growth in a country. This course discusses financial statements, legal financial requirements, structure of cash flows, investments opportunities, and financing for each type of organization. The concept of entrepreneurship is applied to expand the financial possibilities of each type of organization. There will be a heavy use of cases for the application of financial concepts into each type of organization.

## **FINA 709 - Global Corporate Finance and Sustainability**

**Credits - 3**

**Pre-requisite – FINA 505, FINA 702**

In this course the participants will be able to develop a body of knowledge, practices, attitudes, and skills needed to make financial decisions for global enterprises. The course is a continuation of Corporate Finance Fina 702. It takes on the topics where Corporate Finance leaves off. Its aim, precisely, is twofold: (a) to take the topics of Corporate Finance to a global platform, and (b) to further expand upon those topics in line with the most recent developments in financial strategies related to firm’s sustainability and in business/economic practices that are global in nature. The course is a mix of about 70 percent finance and 30 percent economics. Both the finance and economics components are heavily cast in the framework of strategy and decision making in a global environment.

## **FINA 715 – International Finance**

**Credits - 3**

**Pre-requisite – FINA 505, FINA 702, FINA 706**

This course is devoted to studying international monetary economics and finance both theoretically and empirically. We begin with a historical overview of the gold standard, the Bretton Woods system, and current international monetary regimes and currency systems. We then examine theoretically and empirically the balance-of-trade and balance-of-payment accounts and their adjustments. Exchange rate systems and exchange rate determination and adjustments are also studied, with particular attention to empirical studies on exchange rate dynamics and their impact on macroeconomics. Special emphasis is given to the study of international monetary and financial arrangements, the financial sector, and financial instability and monetary and fiscal policy issues. Topics include issues of exchange rate volatility and its impact on the real and financial sector, foreign debt, capital flows, currency runs, and international portfolio choice; World Bank and IMF policies and issues concerning financial market liberalization; international financial regulations; and international financial architecture. There will be a heavy use of cases for the application of International finance concepts.

## **FINA 716 - Money, Banking and Investment Markets**

**Credits - 3**

**Pre-requisite – FINA 505, FINA 702**

Money and banking are an interesting and diverse field of study. It may be focused from an investments point of view.

Financial news channels on cable provide a nearly 24-hour stream of reporting and analysis of the conditions in the Investment markets around the world. Websites are created to provide more analysis -some good, some bad - on global investment conditions. The host of financial crises in the emerging market economies have served to remind economists, bankers and investors of the importance of the banking system, and to reconsider appropriate risk taking. The recent debates over globalization as seen in documentaries and the mass of new books published on the subject have neglected one of the most prominent features of this process – the role of investments (financial) instruments and ethics. The study of money, banking and investment markets should help to make sense of these topics. To do so, it will require some background in investment theory, a means to organize one's thinking, and a basic knowledge of some of the technical details and institutions, therefore, this course will concentrate in the interactions of several key players as banks as the primary financial intermediaries, the federal reserve as the executioner of monetary policy, the government as the initiator of fiscal policy and the private and institutional investors as the fuel of the economy through investment markets. This course presents a broad picture of the system to any prospective investor. The use of case study will enhance the integration of all parts of the system.

### **FINA 717 – Advance Investment Knowledge**

**Credits - 3**

**Pre-requisite – FINA 505, FINA 702, FINA 705, FINA 706**

This course will provide the student with further immersion into the investment knowledge from a realistic and practical point of view: How is life being an investment broker? What does it take to become an investment broker? What is the practical difference between a broker and a dealer? The course discusses the microstructure of an investment market with emphasis in the role of an investment broker in the market inner workings. The use of case studies will be one of the main tools for discussion of different investment topics as well as the presence of real investment brokers in the class.

### **FINA 721 – Advance Finance Seminar**

**Credits - 3**

**Pre-requisite –27 credits approved or more**

Seminar style course in which they discuss cases, articles and lectures on contemporary issues in finance. Integrate concepts and skills acquired in major courses. The selection of cases, articles and lectures to be studied is designed to encourage analytical discussion, generate ideas and application of concepts and models relevant to financial decision making in an environment that simulates the one where you play in your work area future. This is a semester course.

### **ITMA 501 - Technology and Information Management**

**Credits - 3**

**Pre-requisite - None**

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

### **MANA 740- Thesis in Business Administration**

**Credits – 3**

**Pre-requisite - 27 credits approved or more**

Development and presentation of a research-based thesis. Specific topic within the field of Business Administration must be selected in consultation with thesis advisor. The proposal includes: 1. Justification and purpose of the research; 2. Problem definition and research question; 3. Hypothesis formulation; 4. Literature review; 5. Research methodology; 6. Data analysis and results; 7. Conclusions. This is a semester course.

### **MANA 742- Simulation**

**Credits – 3**

**Pre-requisite - 27 credits approved or more**

The course is held in a simulated environment of businesses and their managers to get the most out of it. This program tries to business using the same variables, relationships, and developments in the world of business realities. Consists of several cycles of decisions (commercial, production, research and development, human resources, finance). The Simulator aim to provide a representation of business realities. Play business complexity, and at the same time achieve the pedagogical objectives previously commented, involves limiting the scenario of the game and therefore a set of rules that sketcher only the capacity for action of the participants. Simulation seeks to maximize the efficiency of the decision-making process, and get the most, joining a team of students (managers) responsible for the direction of a company competing in a market simulated by the program. This is a semester course.

## **MARK 502 - Marketing Management**

**Credits - 3**

**Pre-requisite - None**

This course studies the theoretical foundations of marketing management and emphasizes the decision-making process based on needs assessment and current market opportunities. It includes the study of strategic marketing, segmentation, positioning, target market, information systems, marketing research, psychographics and demographic characteristics of consumers.

## **QUME 507 - Quantitative Methods and Statistics for Business**

**Credits - 3**

**Pre-requisite - None**

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

## Master's Degree in Business Administration with specialization in International Business with Focus on Latin America

The **Master of Business Administration with specialization in International Business with Focus on Latin America**. Our students will have superior theoretical knowledge and practical skills for the creation and development of new international companies as well as effective administration in multinational companies at regional and international level.

CORE COURSES			
Title	Course Description	Credits	Pre-requisite
ADMI 500	Managing Organizations	3	
ITMA 501	Technology and Information Management	3	
MARK 703-O	Marketing Management	3	QUME 507 and 24 credits approved or more
FINA 505*	Managerial Finance*	3	
ACCO 504*	Accounting for Decision Making*	3	
ECON 505	Business Economics	3	FINA 505
QUME 507	Quantitative Methods and Statistics for Business	3	
	<b>Total</b>	<b>21</b>	
SPECIALIZATION COURSES			
INBU 610	International Business Environment	3	
INBU 709	International Business in Latin America and the Caribbean	3	INBU 610
INBU 710	Legal Environment of International Business	3	INBU 610
MANA 511	International Management	3	INBU 610
MARK 711	International Marketing	3	MARK 703-O
INBU 715	Managing Global Production	3	QUME 507, INBU 610
	<b>Total</b>	<b>18</b>	
ELECTIVE COURSES (Select two)			
FINA 610	International Finance	3	INBU 610, FINA 505, ECON 505
INBU 711	Exports and Imports	3	INBU 610
INBU 712	Contemporary Issues in International Business	3	INBU 610
ACCO 613	International Accounting	3	INBU 610, ACCO 504
MANA 612	International Strategic Management	3	INBU 610
	<b>Total</b>	<b>6</b>	
CAPSTONE COURSE (Choose one)			
INBU 716**	Seminario de Negocios Internacionales	3	27 credits approved or more, including MARK 703
MANA 742**	Simulation	3	27 credits approved or more
MANA 740**	Thesis for Business Administration	3	27 credits approved or more
	<b>Total</b>	<b>3</b>	
	<b>Total Credits</b>	<b>48</b>	

\* ACCO 500 Financial Accounting- This course is recommended for those students who do not possess background knowledge in business administration. Although this course is worth 3 credits; these are not included in the total amount of credits for the degree (42 credits). If recommendation is not accepted, students must sign a release form.

\*\*Full semester course.

### Important Notes:

1. In order to enroll in this master, student must be bilingual.
2. Requires a bachelor's GPA of 3.00 in a scale of 4.00.

### **ADMI 500 - Managing Organizations**

**Credits - 3**

**Pre-requisite - None**

This course studies the evolution of diverse perspectives on management and introduces the student to basic philosophies, techniques, policies, structures and operations of businesses. The course emphasizes the dynamics and complexity of establishing, handling and developing a competitive business.

### **ACCO 504 - Accounting for Decision Making**

**Credits - 3**

**Pre-requisite - ACCO 500** (recommended for students with no background knowledge in business administration)

The course studies the accounting of the managerial processes of planning, control, and decision making, financial requirements in businesses and the analysis of financial states and decisions related to investments. Special topics in cost accounting, capital investments, budget formulation, benefit controls, taxes, and inventory will be examined.

### **ACCO 613 - International Accounting**

**Credits - 3**

**Pre-requisite - ACCO 504, INBU 610**

This course deals with a comparative analysis of accounting concepts and practices in different countries and the convergence of international accounting standards. It focuses on the problems associated with accounting in multinational corporations, including the transfer of funds and income measurements, consolidation problems, issues in transfer pricing, and policies appropriate for international mergers and company valuation for acquisitions.

### **ECON 505 - Business Economics**

**Credits - 3**

**Pre-requisite - FINA 505**

Study of the application of microeconomic theory and the tools of analysis of decision sciences to achieve efficient solutions in an organization. In order to understand the dynamics of a business and to project its future operations, it is necessary to understand the nature and mechanisms of economic processes. Microeconomics theory provides tools for analysis that integrate the knowledge of statistics, mathematics, and economic theory. These tools are particularly useful in the decision-making process.

### **FINA 505 - Managerial Finance**

**Credits - 3**

**Pre-requisite - ACCO 500** (recommended for students with no background knowledge in business administration)

This course studies methodology and concepts relevant to the financial decision-making process. Within the framework of modern financial theory, this course examines how to manage the sources and uses of capital to achieve corporate goals. It specifically includes the study of financial analysis and financial planning techniques, long-run investment decisions, short-run liquidity needs, and long-run financial strategies and instruments.

### **FINA 610 - International Finance**

**Credits - 3**

**Pre-requisite - ACCO 504, FINA 505**

This course deals with unstoppable globalization in that we are immersed, is affecting directly the change of the economy in the world and affecting all of the business activities and the contractual relationship, business and financial matters particularly bound obligatory to the business bank, in which its intervention in the international commerce is absolute and determinant. In this course will be discuss the different methods of payments and collections, the contracts banking-financiers of the foreign trade, loan, opening of credits, rules and regulations of this procedures and leasing, forfeiting and the different warranties vinculated to the international operations such as advance payments bond, maintenance bond, performance bond, retention bond, tender bond and bid bond.

### **INBU 610 – International Business Environment**

**Credits - 3**

**Pre-requisite - None**

This This is an introductory course in international business. The basic content of the course includes (1) an overview of the means of conducting international business, with an emphasis on what makes international different from domestic; (2) the effects of the social systems within countries on the conduct of international business; (3) the major theories explaining international business transactions and the institutions influencing those activities; (4) the financial exchange systems and

institutions that measure and facilitate international transactions; (5) the dynamic interface between countries and companies attempting to conduct foreign business activities; (6) corporate strategy alternatives for global operations; and (7) international activities that fall largely within functional disciplines.

### **INBU 709 - International Business in Latin America and the Caribbean -**

**Credits - 3**

**Pre-requisite – INBU 610**

This course is focused on the business activities carried out across Latin America and the Caribbean. The course reveals macro environment aspects: politic, economy, legal and regulatory, technology, cultural and other and how they impact the multinational enterprise that wishes to establish itself in the region. Furthermore, it analyzes the particularities of the region from the functional perspective of the business organization.

### **INBU 710 - Legal Environment of International Business**

**Credits - 3**

**Pre-requisite – INBU 610**

A study of the international political, bureaucratic, and legal structures regulating and governing international trade, including multilateral and bilateral arrangements. Schemes for the removal of trade barriers, methods of international contracting, and doing business abroad in the context of international legal environment will be a primary course focus.

### **INBU 711 - Exports and Imports**

**Credits - 3**

**Pre-requisite - INBU 610**

Managing the export/import department; government regulations affecting imports; financing, insuring, transporting, and marketing of exported or imported raw materials and finished products; methods of purchasing foreign products and selling domestic goods abroad; joint marketing; licensing; distributor relations.

### **INBU 712 - Contemporary Issues in International Business**

**Credits - 3**

**Pre-requisite - INBU 610**

This course is designed to provide students with the opportunity to examine and analyze topical issues in International Business. Such rapid changes in global environments may put potentially significant impact on the international business and the home and/or host nations associated. This subject assumes students to have fair degrees of understanding in the complexities of global cultural, political, economic, organizational, and financial forces of international business environments and recognize how they affect their firm. As contemporary issues around international business continues to evolve but many times unpredictably, challenges for firms to adjust, reshape and/or reconstruct their strategic directions and thereby organization and management structure become inevitable. This subject will introduce past, current and emerging issues in international business environments and equip students to apply theories/concepts learned from firsthand international business subjects into more coherent and real-life practices.

### **INBU 715 - Managing Global Production**

**Credits - 3**

**Pre-requisite – QUME 507, INBU 610**

This course explores the management of technology and its relationship to the dynamics of globalization in production in both the manufacturing and service industries. It focuses primarily on the management of international supply chains and on the coordination of manufacturing and service activities across different geographies. In addition to analyses of corporate logistics, the course emphasizes international business process outsourcing and the modeling of international business problems.

### **INBU 716 - International Business Seminar**

**Credits - 3**

**Pre-requisite – 27 credits approved including MARK 703-O**

Course designed to guide students to conduct research within International Business area under the direction and supervision of professor. The course is an individualized development. The course includes identification and discussion of problematic situations that can be investigated, analysis and events that relate to it. It also includes the recognition of independent and dependent variables of the problem, formulation of basic research questions, type of research, formulating hypotheses, and defining limitations of the study. It also discusses the aspect of the readings relevant to the research population and sample of the study, design of instruments to be used in data collection, identification and description of the operational procedures and statistics to be used in the analysis of data collected in the study. Then the student emphasizes the aspect of statistical presentation of the findings and their interpretation, summary, conclusions and recommendations. This is a semester course.

### **ITMA 501 - Technology and Information Management**

**Credits - 3**

**Pre-requisite - None**

The course will enable students to attain a sound working knowledge of the technologies that govern the most relevant aspects of IT/IS. Students will acquire an overall view and technological foundation with a special focus on the field of management.

### **MANA 511 - International Management**

**Credits - 3**

**Pre-requisite - None**

This course deals primarily with the managerial practices and functions that characterize successful international corporations. It covers issues of organizational structure, planning and budgeting systems, management development and human resources, ethics, cross-cultural issues, the applicability and adaptation of culture-bound policies, communications, and the management of multi-cultural teams. Emphasis is placed on the processes by which multinational organizations are managed, including conflict management, multi-country integration mechanisms, and negotiation strategies.

### **MANA 612 - International Strategic Management**

**Credits - 3**

**Pre-requisite – INBU 610**

Operating in a global rather than domestic arena presents the manager with many new opportunities. However, with these new opportunities come the challenges of managing strategy, organizations, and operations that are more complex, diverse, and uncertain. Unlike purely domestic competitors, companies that compete across borders have to make choices about which product to offer around the globe; where to compete within the world; where to locate the various activities of the firm; and how to organize to effectively coordinate its worldwide activities. This course focuses on these challenges in order to develop and implement corporate strategies in a global environment. It is structured to provide students with conceptual and practical understanding of the strategic challenges of multinational corporate management. Operating in a global rather than domestic arena presents the manager with many new opportunities. However, with these new opportunities come the challenges of managing strategy, organizations, and operations that are more complex, diverse, and uncertain. Unlike purely domestic competitors, companies that compete across borders have to make choices about which product to offer around the globe; where to compete within the world; where to locate the various activities of the firm; and how to organize to effectively coordinate its worldwide activities. This course focuses on these challenges in order to develop and implement corporate strategies in a global environment. It is structured to provide students with conceptual and practical understanding of the strategic challenges of multinational corporate management.

### **MANA 740- Thesis in Business Administration**

**Credits – 3**

**Pre-requisite - 27 credits approved or more**

Development and presentation of a research-based thesis. Specific topic within the field of Business Administration must be selected in consultation with thesis advisor. The proposal includes: 1. Justification and purpose of the research; 2. Problem definition and research question; 3. Hypothesis formulation; 4. Literature review; 5. Research methodology; 6. Data analysis and results; 7. Conclusions. This is a semester course.

### **MANA 742- Simulation**

**Credits – 3**

**Pre-requisite - 27 credits approved or more**

The course is held in a simulated environment of businesses and their managers to get the most out of it. This program tries to business using the same variables, relationships, and developments in the world of business realities. Consists of several cycles of decisions (commercial, production, research and development, human resources, finance). The Simulator aim to provide a representation of business realities. Play business complexity, and at the same time achieve the pedagogical objectives previously commented, involves limiting the scenario of the game and therefore a set of rules that sketcher only the capacity for action of the participants. Simulation seeks to maximize the efficiency of the decision-making process, and get the most, joining a team of students (managers) responsible for the direction of a company competing in a market simulated by the program. This is a semester course.

### **MARK 703-O - Marketing Research**

**Credits - 3**

**Pre-requisite – QUME 507 and 24 credits approved or more**

This course examines the use of the scientific method in the acquisition, analysis and interpretation of marketing information. Various research methods, such as exploratory, descriptive and experimental approaches will be examined. The most recent

studies in the systematic gathering of internal and external information needed for making marketing decisions will be considered.

### **MARK 711 – International Marketing**

**Credits - 3**

**Pre-requisite – MARK 703-O**

Analysis and application of theory and problem solving for marketing management in the global environment. Emphasis is on the role of marketing in the multinational organization, planning and executing multi-country marketing strategies, managing and controlling international marketing operations, and evaluating global customers.

### **QUME 507 - Quantitative Methods and Statistics for Business**

**Credits - 3**

**Pre-requisite - None**

This course provides an overview of quantitative methods and statistics applied in commerce and industry especially for the analysis of business situations and decision-making. Decision modeling of organizational systems uses statistics, mathematical and computer models to provide a quantitative perspective on identifying, analyzing and solving complex decision problems. Topics covered include equations for quantitative analysis, introduction to linear programming, break-even analysis, descriptive statistics, correlation and regression analysis, time series data analysis, probability, money variables over time, decisions analysis, networks analysis, sampling methods, statistical inference, hypothesis testing, and managing quantitative research simulation. Some sections may be technologically mediated.

## Master in Communications with specialization in Public Relations

The **Master in Communications with specialization in Public Relations** prepares comprehensive public relations, able to build and maintain relationships between organizations and their audiences, with the knowledge about the new digital platforms existing in the field of communications. It offers students the knowledge of new trends in the field of public relations, focused on a globalized and changing world. Curriculum design focuses on theory and practice.

Core Courses			
Course	Title	Credits	Pre-requisites
COMM 510	Contemporary Theories of Communication	3	
COMM 515	Research Methods in Communication	3	COMM 510
COMM 517	Communications and New Media	3	
COMM 511	Development and Management of Media Enterprise	3	
COMM 520	Advanced Writing for the Media	3	
<b>TOTAL</b>		<b>15</b>	
Specialization Courses			
Course	Title	Credits	Pre-requisites
COMM 530	Identity and Corporate Image	3	COMM 510
COMM 535	Crisis Communication	3	COMM 510
COMM 537	Strategic Communication in Public Relations	3	COMM 510, COMM 520
COMM 538	Strategic Management of Public Relations and Digital Convergence	3	COMM 510, COMM 520
COMM 550	Project	3	All courses of the program
<b>TOTAL</b>		<b>15</b>	
Electives (Select one)			
Course	Title	Credits	Pre-requisites
COMM 543	Journalism and Public Affairs	3	COMM 510
COMM 531	Strategies for Public Relations	3	COMM 510, COMM 520
COMM 512	Legal and Ethics Aspects of Communications	3	COMM 510
<b>TOTAL</b>		<b>3</b>	
<b>TOTAL CREDITS</b>		<b>33</b>	

- Requires a bachelor's minimum GPA of 3.00 in a scale of 4.00.

### COMM 510 – Contemporary Theories of Communication

**Credits - 3**

**Pre-requisite – None**

Study of concepts, models and communication epistemology and the history of the theories of communication as foundations of contemporary communication. Application of contemporary paradigms of theories of communication to the communication disciplines. Study of the principal theories of communication in organizations and analysis of applications of the theories studied in multimedia journalism and / or public relations.

### COMM 511 – Development and Management of Media Enterprise

**Credits - 3**

**Pre-requisite – None**

The course provides students with the theoretical frameworks on management of mass media; organization and behavior of firms (newspapers, magazines, radio, television, film, music); industry analysis and market structure, and business challenges presented by the Internet and media convergence.

## **COMM 512 – Legal and Ethics Aspects of Communications**

**Credits - 3**

**Pre-requisite – COMM 510**

The course addresses the relationship between law, ethics and communications in the context of the Information Society. The course presents the theory about information rights, intellectual property and communication rights.

## **COMM 515 – Research Methods in Communication**

**Credits - 3**

**Pre-requisite – COMM 510**

Study of scientific knowledge and research and its applications to communication sciences. Analysis and application of different types of communication research. Development of the theoretical framework for communication research. Study of the quantitative and qualitative communication research, and the design and implementation of these techniques. Analysis of the concepts of universe, reliability and representativeness of the samples. Application of different methodologies to conduct communications research. Design of communication research projects, principally in multimedia journalism and public relations.

## **COMM 517 - Communications and New Media**

**Credits - 3**

**Pre-requisite - None**

Study of the concepts of globalization, the information society and that of the postindustrial society as the social context of the new media. Study of the INTERNET as a communication's new media and of postmodernism as the cultural logic of the information society, its postindustrial expression, globalization and the new media. Presentation of the history of the society of information and the turn of the XX Century as the catalytic of the new media and its cultural and social logics.

## **COMM 520 - Advanced Writing for the Media**

**Credits - 3**

**Pre-requisite - None**

The course studies the particularities of traditional and new media and its impact on writing for the media. The new demands in the digital era are also explored. The course studies the structures for news, press releases, speeches and messages for social networking. It also discusses the changes in the distribution and consumption of these products by the audience.

## **COMM 530 - Identity and Corporate Image**

**Credits - 3**

**Pre-requisite – COMM 510**

The course studies the components of identity and corporate image, as well as steps for developing the brand that distinguishes the organization are studied. The socio-historical development of the image, identity and reputation like its evolution in the digital era is analyzed. The interaction of different disciplines that interact and collaborate in the process of building identity and corporate image is also studied.

## **COMM 531 – Strategies for Public Relations**

**Credits - 3**

**Pre-requisite – COMM 510, COMM 520**

The course studies the strategies and techniques for public communication. Also analyzes the platforms that exist to disseminate and project messages and efforts of the organizations, their advantages and disadvantages.

## **COMM 535 – Crisis Communication**

**Credits - 3**

**Pre-requisite – COMM 510, COMM 520**

The course studies the public relations crisis experienced by organizations. Also, analyze the causes and steps to create a communication plan to run during crisis and how to learn from past crisis. The course also studies strategies to prevent crisis, including the use of digital platforms as part of the plan.

## **COMM 537 – Strategic Communication in Public Relations**

**Credits - 3**

**Pre-requisite – COMM 510, COMM 520**

The course studies the components for the development of a strategic communications plan for an organization, using research and selecting targets and precise tactics to various audiences, including the media. Also studies how to identify a spokesperson for the organization as well as the skills necessary to be an effective communicator for the entity.

### **COMM 538 – Strategic Management of Public Relations and Digital Convergence**

**Credits - 3**

**Pre-requisite – COMM 510, COMM 520**

Study of the components of public relations and digital convergence. Audits of public relations as a basis for conventional and digital strategic direction. Application of digital techniques and traditional communication in public relations. Design and development of a strategic public relations plan, with emphasis on digital convergence.

### **COMM 550 – Project**

**Credits - 3**

**Pre-requisite – all courses of the program**

In the course, students will conduct a research project according to their specialty area (Multimedia Journalism or Public Relations), integrating the knowledge, abilities and skills acquired at the University during his graduate studies.

### **COMM 543 – Journalism and Public Affairs**

**Credits - 3**

**Pre-requisite – COMM 510**

This course studies the media coverage of public policies of the government of Puerto Rico, and the United States government. Also studies the Constitutions of both countries and their political and democratic development. Explore the current challenges for the reporter who covers government sources.

## Master in Accountancy

The **Master of Accountancy** aims to advance knowledge around new accounting and contributions practices, business performance evaluation, tax planning, forensic accounting techniques and procedures, including fraud investigation and analysis of financial statements of companies prepared based on international accounting standards. It also aims to advance knowledge about studying the ethical and legal considerations of the accounting profession, professional judgment, and the independent attitude necessary to exercise and apply the managerial skills necessary to succeed in a competitive business environment.

CORE COURSES			
Course	Title	Credits	Pre-requisites
ACCO 702	Financial Accounting and Reporting I	3	
ACCO 703	Financial Accounting and Reporting II	3	ACCO 702
ACCO 706	Auditing and Attestation	3	
ACCO 731	Internal Auditing	3	
ACCO 711	Forensic Accounting and Fraud Examination	3	
ACCO 733	Information Systems Auditing	3	
ACCO 728	Business Environment and Concepts	3	
ACCO 707	Federal Income Tax	3	
ACCO 730	Business Law and Regulations	3	
ACCO 724	Accounting Research and Communication	3	
	<b>Total Credits</b>	<b>30</b>	

### ACCO 702 - Financial Accounting and Reporting I

**Credits - 3**

**Pre-requisite - None**

The content of the course will cover the basic theory of accounting and practice, as well as the discussion of standard procedures established in the accounting profession. Study of the bodies that produce the generally accepted principles of accounting, the regulations of the Securities and Exchange Commission, the "Company Accounting Oversight Board" (PCAOB) and other governmental entities that establish procedures and reports. The course will emphasize the understanding and preparation of financial statements. In addition, it will include a detailed analysis of assets, liabilities, income, expense and capital accounts; as well as: cash and cash equivalents, accounts receivable, inventory, plant and equipment property, investment, intangible assets, goodwill, current liabilities, long-term debt, capital accounts, income and expense recognition, compensation and benefits and accounting for income taxes.

### ACCO 703 - Financial Accounting and Reporting II

**Credits - 3**

**Pre-requisite - ACCO 702**

The course will cover complex accounting transactions, the difference between accounting principles generally accepted in the United States and international financial reporting standards. The rules and principles of government accounting and non-profit institutions will be discussed. On the other hand, complex accounting transactions will be studied like accounting changes and error corrections, business combinations, contingencies, derivatives and hedge accounting, international monetary exchanges, leases, research and development, programming costs, subsequent events and fair market value.

**ACCO 706 - Auditing and Attestation****Credits - 3****Pre-requisite - None**

In the course the processes of planning, risk assessment will be discussed and will include the study and evaluation of the internal control structure. In addition, we will study how the audit will be conducted and how the auditor obtains and documents the evidence. The formation of the auditor's opinion will be analyzed, according to the different types of reports required. The aspects of professional ethics will be discussed.

**ACCO 707 - Federal Income Tax****Credits - 3****Pre-requisite - None**

Discussion and analysis of the federal income tax law and the practices of the federal Internal Revenue Service and its procedures. Discussion of income tax principles for individuals and business entities. Application of legal provisions to prepare tax returns and how to represent clients before the Federal Internal Revenue System.

**ACCO 711 - Forensic Accounting and Fraud Examination****Credits - 3****Pre-requisite - None**

Include the study of investigative accounting procedures and techniques used in litigation support. Covers the basic theories and principles of forensic accounting and their application. Topics to be covered include financial reporting fraud, employee fraud, income reconstruction methods, testifying as an expert witness, evidence management, cybercrime, and business valuations. Forensic accountants help prevent and investigate corporate fraud. From tracking terrorist funding, to helping organizations stay compliant with Sarbanes-Oxley, to exposing money laundering, tax evasion and embezzlement.

**ACCO 724 - Accounting Research and Communication****Credits - 3****Pre-requisite - None**

Discussion and analysis of the techniques, strategies and basic tools of investigation in the area of accounting, auditing and taxes. Development of oral and written communication skills in the business environment.

**ACCO 728 - Business Environment and Concepts****Credits - 3****Pre-requisite - None**

This course provides and overview of all the knowledge and skill that and professional accountant and auditor must demonstrate when performing professional services. This course will present five diverse subject areas. These content areas are corporate governance, economic concepts and analysis, financial management, information technology, operations and cost management.

**ACCO 730 - Business Law and Regulations****Credits - 3****Pre-requisite - None**

Discussion of legal aspects of the business including the effect and implications of the principal and agent, contracts, relationship of debtor and creditor, business regulations and the different legal alternatives of the business structure. In addition, the principles of ethics and the duties of the accountant will be discussed.

**ACCO 731 - Internal Auditing****Credits - 3****Pre-requisite - None**

The course will introduce the students to the Internal audit field. They will be able to understand the internal audit function as a trusted advisor to management as well as and assurance and compliance professional. The course will discuss in detail the Institute of Internal Auditors International Professional Practice Framework, the Internal Control—Integrated Framework of the Committee of Sponsoring Organizations of the Treadway Commission, Enterprise Risk Management.

## **ACCO 733 - Information Systems Auditing**

**Credits - 3**

**Pre-requisite - None**

The course covers management's role in controlling information technology and addressing the major risks related to technology. Topics include information security, contingency planning, desktop computer controls, systems development controls, computer center operation controls, assurance of information related to on-line, client-server, web-based, internet, and other advanced computer systems. Students will learn approaches to evaluating and addressing technology risk throughout the organization from the perspective of internal and external auditing in addition to the view of every end user.

## Revision of Admission Requirements

The Admission Requirements were revised to eliminate the requisite of two (2) letters of recommendation from previous professors, counselors, deans or supervisors. Thus, the Admission Requirement for graduate programs, should read as follows:

1. Successfully completed a bachelor's degree.
2. An undergraduate grade point average (GPA) of 2.75 or more.
3. Submit corresponding application fee of \$25.00 with completed application.  
(Only applies to residents of Puerto Rico and international students, does not apply to residents of the Continental United States).
4. Submit official transcript from the accredited university where bachelor's degree was obtained.
5. Send by e-mail a full color front and back copy of a valid identification (government issued ID) with a photo to evidence an address where the applicant resides. This ID can be:
  - a. Driver's License
  - b. Citizenship card or certificate of citizenship (International Students)

**Note:** Please be aware that these are general admission requirements, there could be additional requisites for specific programs. Where applicable will be stated in the curriculum and the catalog.

