24 Classes required for a total of 48 Credits.

**Foundation Courses (5 Required)**

**ACC 510/511  Accounting Foundation**
This course deals with financial accounting and reporting, and the understanding of the four basic financial statements: balance sheets, income statements, retained earnings statements, and cash flow statements. It analyzes the role of the manager in the development and use of the preparation of financial statements. The use of key ratios in the analysis of a firm’s financial statement is also discussed. *It is strongly recommended that ACC 510 be taken prior to FIN 504.*

**FIN 501  Economics Foundation**
This course will familiarize the student with economic analysis: the determination of microeconomic variables, such as the price of a product with its output in individual markets and the determination of macroeconomic variables, such as GNP, the rate of inflation and the rate of unemployment.

**FIN 504  Finance Foundation**
FIN 504 builds on the material presented in the accounting module. We move from the presentation of the balance sheet, income statement, and statement of cash flows to an analytical framework of these statements employing ratios. We examine the informational content of the ratios both cross-sectionally and in the times series. In addition, we develop the common sized ratio process. We then build on this knowledge by using the ratios to project pro forma statements and examine the consequences of these projections. The module continues with an examination of the cash budgeting process, and concludes with the development of the time value of money concepts. *It is strongly recommended that ACC 510 be taken prior to FIN 504.* 
Prerequisite – FIN 501.

**MGT 520  Empowering Individuals and Groups for the Practicing Executive**
This course focuses on an organization’s most salient resource, the power of its human capital. It investigates the foundation of, and strategies for, empowering organizational members to manage organizational transformation processes from an executive perspective. Empowering individuals and groups requires an understanding of how to manage oneself and collectives effectively, creatively, and ethically in work organizations. This course investigates executive strategies for enhancing individual and collective performance through learning about motivation, perception, individual differences, organizational culture, teams, and change management. *No prerequisites*

**MPE 530  Marketing Foundation**
The course sets the stage for future study by taking students through the marketing fundamentals beginning with strategy, target marketing and opportunity analysis, then developing product, price, distribution and promotion (the 4 p’s), and an introduction to customer driven marketing strategy, all in a managed care context.

**Additional Required Courses (18 Required)**

**ACC 560/561  Managerial Accounting**
This course provides an overview of managerial accounting and its uses in the pharmaceutical industry. Topics covered include cost concepts and terminology, systems design (including job-order costing), just-in-time and activity-based costing. Other topics include cost behavior, cost-volume-profit relationships, and profit planning. *Prerequisite: ACC 510/511.*

**BUS 582  Business Ethics**
The course examines competing ethical claims upon the pharmaceutical industry in a market driven, profit seeking economy. The course begins with a discussion of a theoretical framework for moral analysis and proceeds to practical applications in pharmaceutical marketing.

**DSS 591  Business Statistics**
This course will be concerned with understanding the history and development of information and communication technology. Topics will include: the changing impact, applications and strategic uses of information technology; computer hardware, software and telecommunications and networking. The text material will be highlighted with illustrative cases primarily from industry perspective.
DSS 592  Data Analytics
The overall purpose of the course is to provide an introduction to the basic concepts of inferential statistics, which are important tools to support data-driven decision-making. Your ability to identify situations where these techniques may be effectively applied and to appreciate their potentials, as well as their limitations to solving complex business problems will be developed. The methodology of each technique will be developed and applied in a real business context. Problems of increasing complexity will be used to emphasize problem description and definition. Emphasis will be placed on the interpretation and implementation of the computer-generated results using Excel.

DSS 593  Forecasting
A comprehensive survey of the commonly used techniques in forecasting will be presented. The major categories of forecasting approaches will be discussed. Includes presentation of case studies and forecasting with data sets. The computer will be used extensively throughout the course, primarily by using available programs to perform the calculations after the problem has been correctly formulated. Emphasis will be placed on the interpretation and implementation of results. Prerequisite DSS 591

FIN 551  Managerial Finance
This course starts with the pricing of financial assets, which follows directly from the time value of money concepts developed in the first module. We then discuss risk, interest rate determination, and an analysis and explanation of the yield curve. This leads to a discussion of the intermediation process and the roles of the various institutions in that process, as well as the functions of the capital and money markets. In addition cash flow projections are developed, as well as initial outlay concepts. The NPV and IRR rules are developed and extended to a general decision-making framework. The last section of the course focuses on the concepts of firm valuation and the effects of leverage on the organization. Prerequisite FIN 501, FIN 504

MGT 581  Leadership & Development
What is leadership? How do I realize my leadership potential? This course is designed for executives who want to develop and hone their leadership skills and approaches. Successful completion of the course will enable participants to (1) identify and understand the keys to successful leadership, (2) analyze their own leadership styles and behaviors, and receive feedback on the appropriateness and effectiveness of their styles, (3) develop the decision-making skills needed for leadership, and (4) understand approaches for developing and empowering employees. Prerequisite MGT 520.

MPE 610  Drug/Device Regulations
With the plethora of new communications vehicles, including direct-to-consumer advertising and the Internet, the goal of achieving marketing objectives and remaining in adherence with FDA regulations/guidelines has become increasingly difficult. This course will provide a working knowledge of the federal regulation of prescription drug promotion and associated marketing practices and will provide insight into drug promotion issues currently of interest to FDA and the pharmaceutical industry. The course will also consider the impact of products liability and anti-kickback concerns on developing marketing programs for prescription drugs.

MPE 620  Supply Chain Management
This course presents the key issues and concepts needed by the pharmaceutical industry to develop an effective way to design, build, manage and evaluate the performance of strategic partnerships among channel partners such as suppliers, wholesalers, marketing research firms, pharmacies, integrated health systems, managed care organizations, etc. Based on relationship marketing concepts, the key subjects include benchmarking channel relationships, selection criteria for identifying successful partners, new channel design, and role of technology in implementing channel partnerships, contract negotiations among others. Key subjects include: information systems and technology; benchmarking your distribution system; implementing quick response programs such as EDI, Flow-through and Partnerships.

MPE 630  Marketing Research
In this course you will be taught the fundamental steps involved in the pharmaceutical marketing research process. The course will expose you to the pharmaceutical marketing research process using both primary and secondary data sources. Special attention will be provided to syndicate data sources from IMS and Scott Levin. The course will also cover topics like research design, data analysis and interpretation of results. This course can be beneficial to beginners in marketing research and to the users of marketing research information for decision making. Prerequisite DSS 591

MPE 640  Pharmacoeconomics
This course reviews the principal elements and concepts in economics, history and development of health economics, and the applied uses of the discipline of economics made possible since the quantification of studies has been developed and perfected. These introductory sections are presented by lecture and discussion group. In addition, the need for uses of, and value of health economics studies is reviewed and pharmaceutical-related examples are presented.
MPE 650 Competitive Analysis
Examination of various strategies and strategic frameworks are examined with a discussion of the advantages and shortcomings of each. The explicit purpose of the course lies in developing a strategic perspective to solving marketing problems rather than a tactical approach.

MPE 660 Sales Management
This course covers the concepts and applies the theories associated with managing a sales force. Specifically, the course is designed to help students learn sales management concepts and how to apply them to solve business problems in the pharmaceutical industry. We will focus on the activities of first-line field sales managers. To function effectively as managers, students must know how salespeople perform their jobs. With this in mind, we will cover personal selling, account relationships, territory management, and sales ethics with special emphasis on current issues of managing strategic account relationships, team development, and diversity in the work force, sales force automation and ethical issues. Prerequisite MGT 520.

MPE 670 Pricing
Pricing is one of the most important marketing mix decisions that a firm makes, and it affects all other elements of the marketing mix. This course examines the theories and strategies that firms use to set and change prices. Firms are required to anticipate and respond to changes in competitors’ activities and in areas of the external environment, such as, political, social, regulatory and technological. Some of the issues that will be covered include: Why is pricing often ineffective? How should a firm’s costs affect its pricing decisions? What is customer price sensitivity? How do you anticipate and influence the price-setting behavior of competitors? How does pricing change over the product life cycle? How does pricing relate to market segmentation? How do you strive to price strategically consistent with the other elements of the marketing mix?

MPE 700 Strategies for Managed Care
The objectives of this course are to understand the dynamics and trends of the evolving healthcare system, to review managed care’s impact on pharmaceutical marketing and to develop strategies for success with the managed care customer. Students will learn to assess managed healthcare market segments, to determine the needs of this customer and to identify the potential business opportunities for their company’s brands.

MPE 710 Product Management
This course will: (1) focus on product decisions of the firm, requiring an occasional shift in focus from that of corporate management to that of operating managers of new product activities or established brands; (2) recognize the importance of marketing research as input to product decisions; (3) take a managerial orientation; (4) recognize the need to tailor product policy approaches to the characteristics of the decision-maker and the firm. The primary strategic framework for analysis is the Product Life Cycle.

MPE 720 Global Corporate Strategy
This course focuses on the management of multinational corporations (MNCs) with particular emphasis on pharmaceutical and/or medical device companies operating across different nations. The international environment implies greater opportunities as MNCs have access to a wider variety of markets and resources but this environment also implies greater organizational and managerial challenges. The aim of this course is to investigate whether these challenges are worth it and how they can contribute to a company’s “double” bottom line.

MPE 795 Capstone
This course is a simulation experience that drives home the four P’s of marketing. The simulation is played from the point of view of a marketing manager in the pharmaceutical market. Over the course of the simulated years, the participant will have the opportunity to reformulate leading products, introduce line extensions, and enter new market segments. Prerequisite: completed 36 credits including all quantitative and foundation classes as well as Competitive Analysis and Product Management. Elective (One (1) required).
Electives

MPE 625  Creating Effective R&D
Traditionally the scientific and commercialization activities within pharmaceutical companies have existed as separate entities with varying relationships related to information sharing and integration of business strategy into the drug development and approval process. Enhanced linkage/collaboration between these two functions can lead to a competitive advantage as it relates to attainment of the overall corporate research and commercial strategic objectives. The objectives of this course are to (1) provide a background on drug development and commercialization process, (2) understand the role of the portfolio management in drug development, (3) identify the opportunities along all phases of the drug development process where marketing input would be valuable in shaping the development strategy, (4) explore and identify new opportunities where linkage between marketing, new product planning and the R&D/licensing process could improve cycle time, label development, time to launch and support better strategies for marketing and sales activities, and (5) develop a better understanding of the process/opportunities necessary for improving the business strategy, marketing planning and commercialization support via closer linkages to the research and development activities within Biopharmaceutical companies.

MPE 711  Pharmaceutical Strategy
The course provides an understanding of the way strategy is crafted for pharmaceutical, medical device and diagnostic companies to coincide with the needs of other stakeholders in healthcare delivery. Coding, coverage and reimbursement strategies to support market access are put in the context of clinical product development timelines with an emphasis to have coverage determinations and specific product coding coincide with product approvals to support successful product launches.

MPE 715  New Product Launch
Compelling, reliable new products are the sine qua non for survival for pharmaceutical, medical device and biotech companies. In increasingly difficult economic conditions, broader regulatory demands and more restrictive government budgets, this task is more challenging. One strategic response is Product Lifecycle Management (PLM) which is fast becoming not an option but a competitive necessity. This course focuses on the early phase of PLM—accelerating innovation. Students will touch on 5 key areas involved in NPDI—product innovation management, project management, product development, production and distribution scale-up and product commercialization. Specifically, students will discuss how to maintain visibility and control of new product investments, institute real-time collaboration among market, R & D and product planning teams, build models for customer and supplier capture requirements, maximize globally dispersed work forces, leverage low cost opportunities, produce products that meet future unmet needs, enable early supplier involvement, mitigate product liability risk and increase regulatory compliance.

MPE 770  Independent Study
This course is designed to accommodate those students who have an interest in a research-worthy topic that can be examined on an independent research basis. The student will work closely with a professor on a research area that will require the identification of a topic, a literature review, appropriate methodology, and analysis.

MPE 780  Future Issues
A systematic effort to understand and develop the implications of pertinent, near- and long-term trends for the pharmaceutical industry and the way it interfaces with the other stakeholders in healthcare delivery, providers, payers, policy makers/regulators and patients

MPE 781  Health Policy
This course is an introduction to various components of the U.S. health care system. It examines the multiple facets of the healthcare system including key stakeholders (Payers, Providers, and Patients), private and public financing mechanisms for medical care, and the effects of both market competition and government regulation. The main objective of the course is for students to learn to be able to critically examine how to assess policy and coverage decisions and the tradeoffs (cost, quality, access) associated with various health care decisions or treatment alternatives. Another focus of the course is for students to gain knowledge of the U.S. health care system relevant to the pharmaceutical industry, and the process for bridging these new medical and drug technologies into the private and public sector. A major example will include a debate related to the Medicare Modernization Act. As such, we will examine how collective interests shape the design of health policies.

Curriculum is subject to change