

## Graduate MBA Core (MBA)

### Courses

#### **MBA 401 Introduction to the Organization and its Environment 2 Credits**

An MBA core course designed to provide a thorough understanding of business organizations by examining strategies middle and senior managers use to create and sustain organizational competitive advantage. The course examines the organization from an overall perspective within the context of the firm's internal and external environment. The second aspect of this course deals with the ability to communicate effectively in today's business and professional environment. Students will examine and practice the written and verbal communications strategies and skills that are essential to their success in business.

#### **MBA 402 Managing Financial and Physical Resources 4 Credits**

An MBA core course designed to integrate financial and managerial concepts into operations decisions. Disciplines of accounting, finance and economics are combined to provide substantive foundations for discussing and analyzing data. Implications of analysis are applied to facilitate decision-making in other areas such as marketing, operations (manufacturing, logistics and engineering), human resources, information technology and general management. The major learning objectives will be applied through a series of "living" cases that are centered on analyzing historical financial performance, preparing a business plan, and valuing a business.

**Prerequisites:** (MBA 401 and GBUS 401 or BUAC )

**Can be taken Concurrently:** MBA 401

#### **MBA 403 Managing Information 4 Credits**

An MBA core course dealing with concepts and methods involved in the collection, organization and dissemination of information that helps managers make operational and strategic decisions. The course also deals with attributes of information and examines enterprise-wide impacts of local decisions. Revenue, cost, time and quality-based information are accorded equal emphasis, while students are exposed to alternative evaluation methods for decisions related to different parts of the value chain. Topics include: activity-based costing; activity-based management; transaction analysis; operational and strategic decisions such as outsourcing, design partnerships, etc; investment analysis for short lifecycle investments; evaluation of uncertainty, risk and ambiguity; metrics development; compensation policies; segment evaluation methods; target costing and functional analysis; quality function deployment; total cost of ownership; and transfer pricing. In addition, the course deals with: information technology enablers which allow firms to improve value delivered to customers; and evaluation and management of emerging forms of Cooperation, such as joint ventures and project based strategic alliances.

**Prerequisites:** (ECO 401 or BUEC ) and (GBUS 401 or BUAC and MBA 401)

**Can be taken Concurrently:** MBA 401

#### **MBA 404 Managing Products and Services 4 Credits**

An MBA core course focusing on the management of products and services within a firm's value chain. The course addresses exceeding customer expectations, establishing total quality as the core foundation, developing a strong customer focus, creating value through supply chain management, developing new products for competitive advantage, matching aggregate supply with customer demand, and designing market channels and influencing customers.

**Prerequisites:** MBA 401

**Can be taken Concurrently:** MBA 401

#### **MBA 405 Managing People 4 Credits**

An MBA core course that examines how effective organizations are created, maintained, and improved. The course will focus on how good people are attracted to an organization and how to make them productive. Topics include: organizational design, job design, staffing, training and development, performance, teams, influence, diversity, change, ethical decision-making and current people issues facing today's organizations.

**Prerequisites:** MBA 401

**Can be taken Concurrently:** MBA 401

#### **MBA 406 Integrative Experience 3 Credits**

An MBA course where students apply the body of knowledge acquired in MBA 401 through 405 through a simulation, case presentations and the cross core project. This course places an emphasis on strategic management and takes the point of view of the general manager to view the organization from an overall perspective in the context of the firm's internal and external environment. In doing so, students examine historical perspectives, contemporary theories, and practical applications all in the spirit of helping them develop a broad understanding of strategic management issues and solutions. By combining high-level class discussions, case analyses, a computer simulation competition and the crosscore project this course exposes students to rigorous theoretical analysis while providing hands-on, simulated real world business experiences.

**Prerequisites:** (MBA 401 and MBA 402 and MBA 403 and MBA 404 and MBA 405)

**Can be taken Concurrently:** MBA 403

#### **MBA 451 Accounting 1-MBA 1.5 Credit**

This course trains students in corporate decision making using financial information that is prepared under mandated accounting principles for external financial statement users. The course also covers accounting practices which provide information for internal users. It studies the use and interpretation of financial statements with a focus on the effect of economic transactions on financial statements and key ratios. Topics include: introduction to financial accounting concepts and principles, the accounting cycle, cost accounting information processing and impact on decision making.

#### **MBA 452 Economics and Markets 1-MBA 1.5 Credit**

Fundamental principles and tools of microeconomics with a focus on managerial decision-making. Topics include consumer behavior, input selection, cost analysis, production and pricing strategies in various market structures, decision making under uncertainty, international trade, information asymmetry and organizational design, and game theory as it applies to business strategy. .

#### **MBA 453 Finance 1-MBA 1.5 Credit**

This course explores the application of fundamental finance concepts in modern business. Topics covered include Risk and return, Capital budgeting techniques and analysis, financial statement analysis and forecasting, valuation basics, corporate cost of capital, and other corporate finance issues such as capital structure, dividend policy, and working capital policy.

#### **MBA 454 Management - OB/HR 1-MBA 1.5 Credit**

This course focuses on understanding human behavior at work and how it is influenced by individual differences, group dynamics, and by the organizational context in which people are employed. Key organizational behavior theories will be applied to fundamental human resource management issues with an emphasis on aligning an organization's talent with its strategy to maximize performance. Topics will include: staffing and selection, training and development, motivation, performance management, leadership, and optimizing effectiveness by understanding behavioral factors of individuals and groups.

#### **MBA 455 Marketing 1-MBA 1.5 Credit**

This course provides a contemporary perspective to introduce the student to the fundamentals of strategic marketing. The course explores the functional marketing operations of organizations and tracks the marketing manager's decision processes including segmentation and target market development, product/brand positioning and the development of the value proposition, and the integration of the marketing mix elements into a cohesive strategy. Specific learning modules are concerned with the development, evaluation, and implementation of strategic marketing plans.

**MBA 456 Strategy 1-MBA 1.5 Credit**

Within the context of a multi-stakeholder approach to organizations, strategic management covers overall organizational issues in intent, analysis, strategy formulation, execution, and control within a global environment. The objectives of this course are to provide the student with a better understanding of business organizations and to clarify the way senior managers create and sustain organizational competitive advantage.

**MBA 461 Financial Claimants 1-MBA 1.5 Credit**

This course will focus on various financial claimants in the modern corporation. The focus will be on the theory behind and practice related to information needs and use by stockholders, bondholders, and other intermediate financial claimants (e.g., preferred stockholders, warrant holders). Coverage will include related governance and agency theory principles as well as the impact of disclosure, fair value accounting, and regulation on financial claimants.

**Prerequisites:** MBA 451 and MBA 453

**MBA 462 Government & Society 1-MBA 1.5 Credit**

Economic and strategic analysis of the role of government and social forces in markets and business policies. Topics include environmental controls, consumer protection, antitrust and the promotion of market competition, intellectual property and inventions, and taxation.

**MBA 463 Suppliers and Customers 1-MBA 1.5 Credit**

Explores how organizations identify customer needs and develop supply chain flows – upstream (backward through the supply levels) and downstream (forward through the channel systems) to deliver goods and services that exceed customer expectations and creates societal value. Covers demand/customer management, supply/capacity planning, raw material/component sourcing, inventory planning, distribution/merchandising, and quality management. Focused on how marketing and supply chain managers make decisions regarding effectiveness vs. efficiency trade-offs. Concerned with the development, evaluation, and implementation of marketing strategy and supply chain.

**Prerequisites:** MBA 455

**MBA 464 Employees 1-MBA 1.5 Credit**

This course will focus on the evolving social contract between employers and employees in the modern corporation, their causes and consequences. Topics will build on the basics from the Management OB/HR course from the first session. In particular, coverage will include the following issues: procedural justice and fairness; privacy and freedom of speech; work-life balance, diversity, inclusion, and the bottom line; job security and alternative work arrangements, compensation; employee ownership; performance management and career development.