MASTER OF BUSINESS ADMINISTRATION (MBA)

MBA 501 FOUNDATIONS Credits: 4
This course introduces the fundamental skills necessary for success in the MBA program. Students learn case study methodology and case discussion as fundamental concepts through professional experience, insight and analysis. Students are enabled to perform financial analysis, interpret financial statements, analyze business problems and issues, develop perspectives on the case issues, and engage classmates to meaningfully advance the case discussion process. A grade of B or better is required to continue in the MBA program.

MBA 502 FINANCIAL REPORTING AND CONTROL Credits: 3
Accounting is the primary channel for conveying information about the economics of any business. Managers must understand the concepts of accounting in order to use it effectively for monitoring and resource allocation. This course provides a broad view of how accounting contributes to an organization. By mastering the vocabulary of financial statements, students see how managers communicate with one another and other audiences.

MBA 503 LEADING ORGANIZATIONAL CHANGE Credits: 3
This course explores the theories and practices necessary to the leadership of organizational change. This course will emphasize the flexibility needed by contemporary organizations, with resources and activities relating to organizational diagnosis and assessment, change and transition management, and leadership strategies necessary to optimize organizational performance. By the end of this course, students will be equipped with tools they can use to understand organizational behavior, assess readiness for change, and design change management initiatives.

MBA 504 MARKETING Credits: 3
This course demonstrates the role of marketing in the company, explores the relationship of marketing to other functions, and helps students learn to make marketing decisions in the context of general management. Students learn how to control the elements of the marketing mix (including: product policy, pricing, channels of distribution and promotion) to satisfy customer needs profitably. The course culminates in examination of the evolution of marketing, focusing on opportunities presented by the Internet.

MBA 506 BUSINESS, GOVERNMENT AND INTERNATIONAL ECONOMY Credits: 3
This course takes a conceptual approach to analysis of national and international economic decision-making. Tools for studying the economic background of business are introduced, including national income and balance of payment accounting, exchange rate theory, financial and monetary policy, institutions, and political regimes. Gains and problems from regional and global integration, international trade, foreign direct investment, portfolio capital flows, and environmental issues are explored.

MBA 507 COMPETITION AND STRATEGY Credits: 3
To be successful, a firm must create and sustain competitive advantage and understand the environment in which it operates. Not all industries offer equal opportunities for continuing profitability, and individual industry structures evolve over time. This course helps students develop skills for formulating strategy through in-depth, value-based analysis of industries and competitors. Particular attention is paid to topics of positioning, comparative costs, and issues such as cannibalization, network externalities, and globalization.

MBA 508 FINANCE Credits: 3
This course examines the role of finance in marketing, production, and other functional areas of a firm, while fostering an understanding of how financial decisions themselves can create value. Through case studies, lectures and reading, students learn the basic analytical skills and value-based principles of corporate finance. Standard analysis techniques such as capital budgeting, pro forma statements, ratio analysis, discounted cash, flow valuation, and risk analysis are developed.

MBA 509 STRUCTURED CAPSTONE PROJECT Credits: 4
Develops skills required to recognize entrepreneurial opportunities and to manage organizations undergoing change. Cases are used to highlight a range of ventures, including low- and high-tech companies and profit-making, not-for-profit organizations. Concepts from other required courses also are incorporated. Often augmented by classroom visits or videos of the people involved for deeper understanding. Various financing sources are discussed, and students are introduced to situations where entrepreneurs are structuring deals with these sources of capital.

MBA 510 STRATEGIC HUMAN RESOURCE MANAGEMENT Credits: 3
This course focuses on HR management and development, while equipping students to design human resource strategies for innovative organizations committed to acquiring, retaining, developing, and optimizing talent. The course will focus on how to leverage human capital in an era of organizational transformation and competitive pressure. The course will include activities relating to overall talent management in today's knowledge economy, including resourcing models, engagement and retention, training and development, performance management, and organizational learning.

MBA 511 HEALTH ADMINISTRATION LAW AND ETHICS Credits: 3
This course presents an overview of legal and ethical issues facing managers and providers in health care. It provides a foundation in health law and ethics and reviews a wide variety of health care legal and ethical situations and cases. Students will address management ideas, theories, and complex applications of health care law and ethics in the modern health care industry.

MBA 512 MANAGING PROJECTS Credits: 3
This course focuses on the management of projects, which is one of the major growth areas in the field of management. This course will provide students with a deep understanding of project management by introducing the processes and knowledge areas recommended by the Project Management Institute for effective initiation, planning, execution, monitoring and control, and closure of projects.

MBA 513 LEADERSHIP Credits: 3
This course will include a survey of popular leadership theories and models, with a focus on integrating best practices into a values-based leadership commitment that is aligned to each student's personal style and professional environment. Ethics and moral decision-making in organizational settings will provide the framework for this course. Students will have an opportunity to develop their personal identity as a leader who makes values-based responses to ethical dilemmas in a business and organizational environment.

MBA 515 RESEARCH AND ANALYTICS FOR BUSINESS DECISIONS Credits: 3
This course prepares students to be more effective users of quantitative information and better researchers and decision makers. Coursework emphasizes problem formulation, the need for information to support decision making, business research techniques, and data analysis, presentation, and interpretation. Includes an in-depth review of predictive analytics and the emergence of data mining techniques to support business decision making.
MBA 521  QUALITY AND INFORMATION MANAGEMENT  Credits: 3
This course covers the issues of information management, measurement and improvement of the equality of health care. It will examine the strategies for assessing and assuring quality of care in the U.S. health care system. It includes an examination of the meaningful use of electronic records in assessing and improving health quality. Students will learn about strategies for improving the quality of care through the use of information systems.

MBA 522  MANAGING PROJECT RESOURCES AND TEAMS  Credits: 3
Focuses on the Executing process group within the Project management Body of Knowledge (PMBOK) to include human resource, communication, and stakeholder management. Emphasis on the competencies required to lead projects using global teams during the execution phase. Includes an in-depth review of PMP and CAPM exam requirements.
Prerequisites: MBA 512.

MBA 532  PROJECT MONITORING AND CONTROL  Credits: 3
Focuses on the Monitoring and Control process group within the Project management Body of Knowledge (PMBOK) to include scope, time cost, quality, and risk management practices. Advanced scheduling and budgeting processes, project schedule and cost control techniques, quality and risk management will also be addressed. Includes an in-depth review of PMP and CAPM exam requirements.
Prerequisites: MBA 512 with a C+ or higher.

MBA 555  RISK ASSESSMENT  Credits: 3
This course is designed as a hand-on introduction to risk analysis or the systematic evaluation of decision problems involving uncertainty. It is intended to enhance the student’s ability to solve complex management problems and to make decisions under conditions of uncertainty, competing objectives, and complicated constraints through the use of formal modeling and quantitative analysis techniques.

MBA 572  ENTREPRENEURAL FINANCE  Credits: 3
This course examines financing options available to an entrepreneurial venture as well as the financial management, resource development and organizational structures for the emerging small or family business. Financing sources follow the life cycle of the business from start-up through angel investors, venture capital, bank lending, government programs, asset based lending, and franchising to the initial public offering (IPO). The focus is on methods of valuation and negotiation strategies used in entrepreneurial finance.

MBA 573  ADVANCED TOPICS IN CORPORATE FINANCE  Credits: 3
This course considers finance from a CFO’s perspective. Students will be exposed to complex financial problems and situations, discover sophisticated financial constructs, tools and techniques needed to make effective financial management decisions, minimize risk and maximize returns in spite of uncertainty and complexity. Concepts in the course include capital budgeting, debt and equity management, cash flow analysis, relationship between risk and return, financial leverage, corporate valuation, earnings distribution, mergers and acquisitions, investment banking and IPO’s.

MBA 581  MANAGED CARE SYSTEMS, INSURANCE AND REGULATIONS  Credits: 3
This course provides a broad overview of the key elements of health insurance and managed health care in order to meet the need of health care administrators. It covers an understanding of the payer environment including operations, legal requirements, and constraints of the health care system. The course will address the state and legal and regulatory foundations of insurance and managed health care.

MBA 586  STRATEGIC ISSUES INTERNATIONAL BUSINESS  Credits: 3
This course focuses on the strategic implications resulting from involvement in global commerce. A broad array of topics such as the competitive advantage of nations and organizations, the globalization of labor and market, differences in political economy, innovation, supply chain management, cross-cultural communication, corporate social responsibility, and various understanding of ethics, leadership and management will be researched and discussed.

MBA 597E  EXPERIMENTAL COURSE  Credits: 3
Experimental course option varies by term. Please see academic department for course description.

MBA 598  INDEPENDENT CAPSTONE PROJECT  Credits: 2,4
This capstone course allows students to research and create a business plan or conduct a major feasibility study for a firm. This course serves as an integrative, hands-on learning experience using the analysis, management and planning tools gained during the program resulting in a major paper. May be combined with MBA 599.
Prerequisites: Completion of a minimum of 18 credits of the MBA core courses; Other courses in statistics and/or research design are required if completing the Research Thesis option.

MBA 599  INTERNSHIP  Credits: 1-6
The internship option provides an executive/project management experience in a local business/corporation arranged in discussion with an advisor. May be combined with MBA 598.