

# MANAGEMENT (MG) - GRADUATE COURSES

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## **MG-ELE - Business Elective** (3 cr)

Business Management elective course(s)

*Corequisite:* Take a Business Elective course.

## **MG-615 - Managing in the Global Environment** (3 cr)

Global companies are faced with varied and dynamic environments in which they must accurately assess the political, legal, technological, competitive, and cultural factors that shape their strategies and operations. This course prepares students for careers in a dynamic global environment wherein they will be responsible for effective strategic, organizational, and interpersonal management. Students develop the skills necessary to design and implement global strategies, conduct effective cross-national interactions, and manage daily operations in foreign subsidiaries in today's hypercompetitive, cross-cultural global arena. KG-582 Management & Marketing Foundation may be required

*Prerequisite:* KG-582 may be required

## **MG-616 - Health Care Policy** (3 cr)

This course provides an overview of health care policy in the United States and a close examination of selected current policy issues. Students critically examine the process of health policy development, analysis and implementation to better understand the myriad factors that influence policy, as well as the mechanisms for intervention on behalf of programs and institutions. KG-586 Healthcare Foundation may be required

*Prerequisite:* KG-586 may be required

## **MG-620 - Research and Statistics for Managerial Decision Making** (3 cr)

This course stresses the practical use of statistics in collecting, organizing, analyzing, interpreting, and presenting data. Areas covered include descriptive statistics, inferential statistics, regression analysis, and time series analysis. Students learn to use statistical thinking to improve the managerial decision making process.

*Prerequisite:* KG-583 may be required

## **MG-625 - Strategies for Decision Analysis in Health Care** (3 cr)

This course introduces students to the elements of cost-effectiveness analysis for health interventions and outcomes. Each student identifies a research problem, collects data, creates a decision analysis tree, calculates quality-adjusted life years, and tests for errors to demonstrate how cost-effectiveness analyses may transform the way health care is administered.

*Prerequisite:* KG-586 may be required

## **MG-630 - Organizational Behavior and Leadership In the 21st Century** (3 cr)

This course provides a broad understanding of the theories, research, and practices related to organizational behavior and leadership in the contemporary global environment. Emphasis is on examining the multilevel issues of change, behavior and leadership from political, cultural, and economic influence. The course provides a comprehensive overview of the social science theories and scholarship that seek to explain variations and similarities in the behavior of individuals, groups, and organizations. Comparative perspectives on motivation and leadership, workforce diversity, teamwork, communication, and ethics are explored. Emphasis is on geography, globalization, demographics, diversity, change management, and corporate responsibility.

*Prerequisite:* KG-582

## **MG-632 - Human Resource Competencies and The Organization** (3 cr)

This course focuses on the human resource competencies and the organization. The first half of the course covers the following human resource competencies: leadership and navigation; ethical practice; business acumen; relationship management; consultation; critical evaluation; global and cultural effectiveness; and communication. The second half covers topics related to the organization, including: structure of the human resource function; organizational effectiveness and development; workforce management; employee relations; and technology and data.

*Prerequisite:* MG-630

## **MG-634 - Human Resource Strategy and People** (3 cr)

This course focuses on human resource strategy and people. The first half of the course focuses on understanding people from a human resource perspective. Topics include talent acquisition and retention, employee engagement, learning and development, and total rewards. The second half of the course focuses on business and human resource strategy.

*Prerequisite:* MG-630

## **MG-636 - Human Resource - The Workplace Setting** (3 cr)

This course focuses on the workplace environment from a human resource perspective. This course focuses on human resource in the global context and covers topics such as diversity and inclusion, risk management, corporate social responsibility, and U.S. Employment Law and Regulations.

*Prerequisite:* MG-630

## **MG-640 - Managerial Economics** (3 cr)

Managerial Economics is an applied branch of microeconomics that examines resource-allocation and tactical decisions that are made by analysts, managers, and consultants in the private, public, and not-for-profit sectors of the economy. In this course students expand their knowledge of key economic concepts and tools addressing the decision-making process. Students also examine the philosophy of optimization, the role of profit, and the relationship between managerial economics and other areas of business and economic analysis. Specific topics include the fundamental economic concepts of marginal analysis, net present value, risk, and decision analysis. The course also critically looks at areas of demand and forecasting, production and cost, pricing and output decisions; including strategy and tactics, long-term investment decisions, and risk management in the private and the public not-for-profit sectors of the economy. Students are required to apply economic tools to solve business problems using case analysis from a wide array of industries.

*Prerequisite:* MG-620; KG-584 may be required.

## **MG-660 - Strategic Marketing** (3 cr)

This course teaches the fundamentals of strategic marketing. Students learn to apply a market-oriented perspective to the analysis of environmental factors and organizational resources and capabilities, to formulate collective business goals, and design customer-driven marketing strategies that achieve a sustainable competitive advantage. This course emphasizes the use of critical thinking skills by concentrating on marketing case studies. Students conduct environmental analysis, formulate marketing strategy, and implement and evaluate marketing programs.

*Prerequisite:* KG-582 may be required

**MG-670 - Managerial Finance** (3 cr)

This course introduces students to financial theory and concepts. It incorporates the analysis, planning, and control of internal and external financial decisions of a firm with emphasis on corporate structure. In addition, the course explores important financial concerns facing multinational corporations, including ethics, and the role of information technology. Through the case study method, students acquire a practical knowledge of how to develop and examine financial reports that aid managers in making business decisions, in addition to gaining a working knowledge of managerial finance by learning to develop a systematic approach to financial analysis.

*Prerequisite:* KG-585 may be required

**MG-680 - Operational Excellence** (3 cr)

The emphasis of this course is on the managerial skills of the professional manager in the implementation of production policies and strategies. Students examine the issues in production and operations management and learn to take an active role in developing effective methods for solving problems. Through analysis and preparation of case studies, students develop problem-solving skills in a number of areas pertaining to manufacturing and service organizations. Students also gain a comprehensive understanding of all areas of production and operations management, as well as how creative management can lead to competitive advantage.

*Prerequisite:* MG-620

**MG-681 - Operational Excellence in Health Care** (3 cr)

This course examines methods of how to streamline organizational operations, enhance quality performance, and improve customer satisfaction within budgetary and labor constraints. Through case studies, students obtain the practical knowledge necessary to deal with the critical contemporary issues facing health care managers. Students examine how creative operations management can provide important competitive advantages and how successful operation strategies are integrated into overall planning within legally sanctioned guidelines.

*Prerequisite:* MG-620; KG-586 may be required

**MG-745 - Global Supply Chain Management** (3 cr)

This course will introduce students to supply chain management concepts that are critical to business success in today's competitive environment. Global supply chain management involves coordinating and improving the flow and transformation of goods, services, information, and funds within companies and around the world, from raw materials to the final end user. This course integrates key functions of operations management, marketing, logistics, and computer information systems in order to analyze and design domestic and international supply chains. Topics will include relationship management, transportation and distribution, inventory control, purchasing, forecasting, production management, and the impact of technology on supply chain management.

*Prerequisite:* MG-620

**MG-746 - Logistics Optimization** (3 cr)

This course discusses several strategic, tactical, and operational concepts used in improving the distribution of goods and services by companies worldwide. The course emphasis is on understanding when and how these concepts are applied, as well as on using mathematical programming and optimization methods for their adequate implementation.

*Prerequisite:* MG-620

**MG-747 - Business Process Design and Improvement** (3 cr)

This course explores the need for a business process focus, the essential steps for business process improvement, and the critical success factors for making the effort successful. It provides a practical framework for business process improvement and describes many tried and true process improvement concepts and techniques. Lastly, it provides valuable tips and techniques to introduce process changes effectively, to get the most from your process improvement effort. Presented in a methodology-neutral way, participants can easily apply the knowledge and skills to any environment, and use the techniques immediately upon leaving class.

*Prerequisite:* MG-620

**MG-750 - Project Management** (3 cr)

The course examines the concepts and applied techniques for cost effective management of both long-term development programs and projects. Project management principles and methodology are provided with special focus on planning, controlling, and coordinating individual and group efforts. Key topics of focus include overview of modern project management, organization strategy and project selection, defining a project and developing a project plan and scheduling resources, project risk analysis, work breakdown structures, and project networks. MS Project will be introduced in this course to provide hands-on practical skills with the above topics. Mastery of key tools and concepts introduced in this course provides a significant competitive advantage in the marketplace.

*Prerequisite:* MG-630

**MG-751 - Entrepreneurship: Managing Innovation, Executing Strategy and Sustaining Growth** (3 cr)

This course focuses on the meaning of entrepreneurship and the process of starting and running an entrepreneurial business. The course covers a range of topics, including: the differences between entrepreneurial and conventional approaches to business; the attributes of a successful entrepreneur; the issues and obstacles facing an entrepreneurial enterprise; the creation of a business plan; and the ethical and social dilemmas facing entrepreneurs. The course also allows students to develop a concept for an innovative product or service.

*Prerequisite:* MG-630

**MG-753 - Marketing for the Entrepreneur** (3 cr)

This course focuses on the application of marketing concepts to explore an entrepreneurial concept and to develop/expand an entrepreneurial business's market and revenues. Students learn the seven steps of the marketing process and their application to entrepreneurship. The course includes topics such as: building and sustaining an entrepreneurial brand; using marketing to discover and satisfy customer needs; using market research to ensure entrepreneurial success; and the development of an entrepreneurial marketing plan.

*Prerequisite:* MG-660

**MG-754 - Social Entrepreneurship** (3 cr)

The social entrepreneur participates in profit-seeking business ventures in order to yield profits that can be used to create valuable social programs for the community. Social entrepreneurship addresses critical social needs as they relate to human needs and citizen rights. Students explore the field of social entrepreneurship addressing opportunities and challenges within the field as well as the mechanics, challenges, and realities of starting and managing a social enterprise. Students also examine topics such as sustainability, performance, impact, innovation, and leadership within the social enterprise.

*Prerequisite:* MG-670

**MG-756 - Business Data Mining (3 cr)**

This course provides an introduction to approaches and tools for making effective use of business data, focusing on machine learning techniques for discerning, meaningful, and useful patterns in data. The course aims at providing an overview of data mining and its application to business problems, core data mining techniques, and best practices. Details on the techniques and algorithms will be discussed, together with their application to business problems. Hands-on exposure to different data mining methods will be obtained through business case studies, using data mining tools.

*Prerequisite:* MG-620

**MG-757 - Marketing Analytics (3 cr)**

Marketing Analytics is an application of data science to marketing decision problems. This course explores customer data analysis techniques and their theoretical foundations to help students acquire analytic skills that can be applied to real world marketing problems. The course also examines the ethical and technical issues related to data privacy.

*Prerequisite:* MG-660

**MG-758 - Decision Modeling for Managers (3 cr)**

This course analyzes a wide range of business planning and decision problems involving data with the help of spreadsheet models. The frameworks for quantitative decision-making, optimal design, effective resource allocation and economic efficiency are provided. This framework will be used in the center of many business-related disciplines, including marketing, finance, operations research, accounting, and economics. The course will focus both on modeling the decision problems and on implementing the designed models over the collected data. Powerful and easy to use spreadsheet tools have been developed to assist in this process. Those covered here include Optimization tools (e.g. Solver add-in); extracting maximum value from resources and activities; exploring complex combinations of possibilities to achieve desired goals; Simulation tools (e.g. Crystal Ball add-in); valuing and managing complex portfolios of risks. This decision technology has enabled many companies to improve their routine activities, but also identify long-run decision opportunities and sometimes rethink the whole of their activities. In this sense, decision models have tactical and strategic value; they are an important factor of value creation.

*Prerequisite:* MG-620

**MG-760 - International Finance (3 cr)**

This course focuses on international financial management and international trade. Topics in financial management, viewed primarily from the perspective of managers doing business overseas, include the management of foreign exchange exposure, foreign direct investment decisions, and multinational capital budgeting. Other topics covered include trends in international banking, the balance of payments, the determination of exchange rates, the LDC debt crisis, and the Asian meltdown. We will also examine the challenges and problems faced by firms planning on doing business in Western Europe, Eastern Europe, the Far East, Mexico, Canada, South America, Africa, India, and other regions during the next decade.

*Prerequisite:* MG-670

**MG-761 - Mergers and Acquisitions (3 cr)**

This course analyzes corporate mergers and acquisitions. Students develop skills necessary to structure a deal or form an opinion about a proposed transaction. The course evaluates the legal and regulatory framework for takeovers, such as filing requirements, fiduciary duties of the target board of directors, and antitrust regulation. The course uses a mix of lectures, projects, and cases analyses, to provide ample opportunity to understand and practice the application of standard corporate valuation methods.

*Prerequisite:* MG-670

**MG-762 - Financial Markets & Institutions (3 cr)**

This course looks at U.S. Capital Markets from structural, functional, and regulatory perspectives. It presents a wide range of topics, including: how funds flow into and out of the various capital markets; the determination of interest rates as a controller of funds flow; the inherent risks presented by these markets; techniques used to deal with these risks; the financial instruments used by the markets; and the role the government regulation in markets. Some of the current issues associated with these markets are analyzed, along with operational and legislative changes introduced to address them.

*Prerequisite:* MG-670

**MG-763 - Project Risk and Cost Management (3 cr)**

This course introduces the art and science of project risk as well as continuity management and cost management. Managing the risk of a project as it relates to a three-part systematic process of identifying, analyzing, and responding is examined through actual case studies. Students learn how to manage the components of a project to assure it can be completed through both general and severe business disruptions on local, national, and international levels. Students learn the process of cost management, early cost estimation, detailed cost estimation, and cost control using earned value method. Students study in depth the issues of project procurement management and the different types of contracts for various scope scenarios.

*Prerequisite:* MG-630

**MG-764 - Agile Project Management (3 cr)**

The course provides an understanding of how new Agile principles and practices are changing the landscape of project management. The course is designed to give project managers fresh new insight into how to successfully blend Agile and traditional project management principles and practices in the right proportions to fit any business and project situation. The course provides a deep understanding of Agile project management principles and practices in order to see them as complementary rather than competitive to traditional project management. Topics include: Agile fundamentals, principles, and practices; roots of Agile in TQM and Lean Manufacturing; adapting an Agile approach to fit a business environment; planning and managing an enterprise-level Agile transformation; scaling agile to an enterprise level using enterprise-level Agile frameworks and Agile Project Management tools.

*Prerequisite:* MG-630

**MG-770 - Financial Statement Analysis** (3 cr)

This course explains the fundamentals of analyzing financial statements of corporations and not-for-profit businesses. The analysis of financial statements is important in making business decisions, allocating resources and accumulating individual wealth through investing directly or indirectly in companies. Properly interpreting financial information is vital to the long-term well-being of the firm. This course allows the student to examine the implications of financial and accounting conventions on the financial statement totals and the various methods available for analyzing such information.

*Prerequisite:* MG-670

**MG-775 - Negotiation and Conflict Management** (3 cr)

This course promotes an understanding of the behavior of individuals, groups, and organizations in the context of competitive situations. It provides experience in the negotiation process, including how to evaluate the costs and benefits of alternative actions and how to manage the negotiation process. In addition to theory and exercises presented in class, students practice negotiating with role playing simulations that cover a range of topics. Coursework includes a case analysis to be completed by "on-going group negotiation" teams.

*Prerequisite:* MG-630

**MG-800 - Strategic Management** (3 cr)

This is the capstone course of the MBA program. The course uses the case method approach to demonstrate the integration of core business disciplines with formal analysis of an organization's macro and industry environment; mission and goals; and strategy formulation, implementation, and control. The purpose of the course is to give students the opportunity to organize and integrate what they have learned in the MBA program about various business topics and to utilize this knowledge in the analysis of complex business problems. The final project of the course allows students to demonstrate their proficiency of this integrated knowledge through either a business plan, a practicum, or a research project.

*Prerequisite:* Must be taken in last semester.