Dual Master of Business Administration/
MS in Management and Organizational Behavior
Curriculum & Course Descriptions

MBA Foundation Courses

MBA 520  Leadership & Ethics In a Global Environment
The course reviews paradigms of leadership in the global environment. Students will learn
to apply principles for ethical decision-making in business situations and assess their
capacity for leadership and responsibility.

MBA 530  Organizational Behavior
This course focuses on the effects of organizational variables on individual and group
behavior. Coursework addresses the theory and practice of organization behavior as it
relates to the individual, effective team building, conflict management and resolution and
the negotiation of legal and psychological contracts. The course also examines broader
aspects of organizational culture and their impact on today's managers. Students learn
how to use concepts in the traditional workplace as well as the virtual workplace.

MBA 541  Analytical Tools for Management Decisions
This course prepares students to be more effective users of quantitative information as
well as to avoid potential pitfalls from the misuse of statistical methods. Coursework
emphasizes understanding what a previously obtained data set implies and, if
appropriate, to develop meaningful forecasts with a reasonable sense of confidence.
Specific topics include data analysis and statistical description, sampling and statistical
inference, time series and regression analysis

MBA 510  Economics
Students will study fundamental concepts of macroeconomics, including supply and
demand as well as methods of measuring economic performance, such as GDP, inflation,
and unemployment. Other topics include the causes of instability in the economy and
potential corrective measures.

MBA 500  Financial Accounting
Concentrates on the preparation, interpretation, and analysis of the balance sheet,
income statement and statement of cash flows. Emphasizes the rationale for and
implications of important accounting concepts, the selection of alternative accounting
methods, and their effects on valuation, net income determination and reporting.

MBA 539  International Business
Students will discuss selected readings in international business. Topics include culture,
geography, politics, foreign direct investment, supply chain management, monetary
systems, foreign exchange markets and political risk management. Current developments
in international business will be covered.
MBA Managerial Process Courses

MBA 601 Managerial Accounting
This course introduces the measurement, communication, and interpretation of cost data for management decision-making, planning, control, and evaluation of results. Students are shown how to use accounting information as an effective management tool for coordinating managerial activities. Course material is explored in the context of the extensive changes being implemented in the area of manufacturing, service delivery technologies, and control systems. This course uses case studies to emphasize the application of concepts.

MBA 611 Managerial Economics
Students will learn to apply micro-economic tools to business decision-making. Topics include optimization, consumer behavior, elasticity of demand, the use of regression analysis to estimate demand (revenues) and costs, marginal analysis and market structure.

MBA 661 Marketing Management
This course introduces students to both the theory and practice of marketing. It analyzes all marketing issues from the perspective of the marketing manager. Students will explore how consumer behavior, market research, environmental trend analysis, new product development, pricing and distribution decisions, and promotional considerations must interact to create a successful marketing program. Case analysis, contemporary issues in marketing, and the practical application of marketing concepts to the students employment experiences are also features of this course.

MBA 651 Financial Management
Students will develop an understanding of financial theory and its application through case analysis. Topics include capital management, operating and financial leverage, costs of capital, investment, and financing decisions. Coursework covers techniques for the evaluation of investment alternatives using net present value and internal rate of return concepts. The course emphasizes the application of these concepts to the valuation of a going concern. Extensive use of pro forma modeling of financial statements is made throughout the course.

MBA 630 Operations Management
This course focuses on the strategic role of operations and how to improve operations processes. Issues to be discussed include continuous quality improvement, the critical importance of the customer and consideration of selected quantitative techniques.

MBA 683 Project Management
The class is an examination of the art and science of project management as applied to a variety of business and technology settings. Students will study how to initiate, plan, execute, control and close projects within budget and on schedule. Advanced topics may include critical chains, adaptive and agile project management and portfolio management. A project planning software tool is used, usually MS Project. This course is appropriate for technology and non-technology managers alike.

MBA 671 Strategic Management
This course requires students to use and integrate the disciplines and techniques learned in previous required courses. Strategy formulation and implementation concepts are discussed using theory and cases.
MS in Management and Organizational Behavior Courses

MGMT 521  Career & Human Resource Planning
Covers current theory and research in career and manpower planning, including techniques of career planning and individual organization, Affirmative Action and career planning, career choice and change, age-30 crisis, mid-career crisis, dual-career couples and retirement. Must be taken with Human Resource Planning/Talent Management.

MGMT 591 & MGMT 691  Lecture Series
Lectures with exceptional guest speakers addressing topics relevant to the program will be offered on-campus every spring and fall. Students must attend two one day events, or one two day event to meet the 2-credit Lecture Series requirement.

MGMT 612  Methods of Organizational Research
The focus of this course is on learning alternative methods of research design for organizational studies. The emphasis is on academic and practitioner research issues and skill-building in the logic and practice of organizational research. Topics include qualitative and quantitative research design, data collection, analysis and report writing.

MGMT 634  Strategy, Structure, Decision Making
Students explore the role of management in the development of organizational strategy, decision-making processes, and development of appropriate organizational structure and control systems. Coursework uses case analysis for understanding of the application of macro-behavioral and management science concepts to managerial and organizational problems.

MBA Portion Online Electives

ACCOUNTING CONCENTRATION ELECTIVE COURSES

MBA 603  Cost Analysis, Profit Planning & Control
Cost Analysis, Profit Planning, and Control builds upon the material mastered in managerial accounting. General areas of study include profit planning, strategy and the behavioral aspects of accounting information.

MBA 604  Theory & Practice of Financial Reporting
Focuses on the theory and practice behind the preparation and use of financial statements, including the balance sheet, income statement, and statement of cash flows.

MBA 605  Tax Influences on Decision Making
This course presents the impact of federal income taxation on various business decisions. Areas such as choice of business organization, capital gains, timing of income, depreciation, and employee benefits are emphasized.
ENTREPRENEURSHIP & MANAGING INNOVATION CONCENTRATION
ELECTIVE COURSES

MBA 559 Entrepreneurship
The course covers new venture management, entrepreneurial personalities, managing creativity and establishing a successful enterprise. The major project is a new business plan.

MBA 622 Creative & Innovation in Business
This course explores individual and group methods to enhance innovation in the organization. Theories of creativity are reviewed, as well as the use of technologies to develop new products and processes.

MBA 655 Financing New Ventures
Students will discuss and analyze funding sources for new ventures, the venture capital markets, effective financial strategies and managing a new and growing enterprise.

FINANCIAL MANAGEMENT CONCENTRATION ELECTIVE COURSES

MBA 603 Cost Analysis, Profit Planning and Control
Students will study profit planning, strategy, and the behavioral aspects of accounting information.

MBA 604 Theory and Practice of Financial Report
Students will learn about the theory and practice behind the preparation and use of financial statements, including the balance sheet, income statement and statement of cash flows, as well as their the significance and limitations. The impact of decisions made by corporate executives with regard to the financial statements and their presentation will be discussed.

MBA 619 International Economics & Finance
Modern theories of international trade and current issues in selected areas of international finance are the subject of this course. Topics include: the theory of comparative advantage and decision-making, foreign exchange, balance of payments, the international monetary system, and foreign investments.

HEALTH ADMINISTRATION CONCENTRATION ELECTIVE COURSES

MPH 662 Management of Health Services Organizations
This course is an overview of the organizational structures, management styles and challenges in health care organizations. Students will learn key business functions as they apply to the effective management of health care organizations.

MPH 664 Marketing of Health Care Services
This course examines actions that successful health leaders take in the planning, strategy, research and implementation of marketing plans. Students explore concepts of marketing theory and the execution of marketing tactics as they apply to the health industry.

MPH 660 Innovation in the American Health Care System
INTERNATIONAL BUSINESS CONCENTRATION ELECTIVE COURSES

MBA 687  Multi-Cultural Management
The complex global business arena of the 21st century mandates that managers develop the skills to design and implement global strategies and to conduct effective cross-national interactions. This course will focus on cultural skills and sensitivity as well as the ability to carry out company strategy within the context of the host country’s business practices and environment.

MBA 686  International Marketing
Applies marketing principles and concepts across national borders by examining several key variables of the international environment, such as competition, politics, laws and consumer behavior.

MBA 619  International Economics and Finance
Students will examine modern theories of international trade and current issues in selected areas of international finance. Topics include the theory of comparative advantage, balance of payments, international monetary systems, foreign exchange markets, international parity conditions, hedging tools and techniques and foreign investment.

MARKETING MANAGEMENT CONCENTRATION ELECTIVE COURSES

MBA 676  Marketing Strategies in the Digital Age
This class focuses on the marketing efforts that companies of all sizes use to create effective Internet strategies. Students will also investigate what new technologies are dominating the marketplace today and what we can expect as the Internet and other technologies evolve. The student will become fluent in the language of e-marketing and learn how to effectively design and execute an organization’s digital marketing plan.

MBA 663  Marketing Communication
Integrated marketing communication is the central theme in this class. Students learn to evaluate and integrate print, radio and television advertising, direct response marketing, Web site design, and databases into coherent communications programs.

MBA 666  Consumer Behavior
Understanding why consumers do the things they do is essential in marketing. In this course, students will explore the many influences that affect individual purchase and consumption behavior. The wide-ranging approach taken will draw on current theory in psychology, sociology and anthropology.

INTERNET MARKETING CONCENTRATION ELECTIVE COURSES
Students can select any combination of three courses from the list below.

MBA 592  Conversion Optimization
Successfully convert visitors to customers by studying customer personas, optimization techniques, and methods for establishing credibility with your users.

MBA 593  Web Analytics
Learn the basic framework of web analysis, gain proficiency at testing, and leverage analytics insight into useful surveys, experiments and assessments such as A/B splits and multivariate testing.
MBA 594  Search Engine Optimization (SEO)
Study the fundamentals and best practices of SEO, including keyword research and analysis, link-building, link-baiting, and copywriting.

MBA 595  Social Media
Learn to design, implement, and evaluate an effective social media strategy that integrates blogs, video, photos, social networks and search optimized press releases.

MBA 596  Online Advertising
The goal of this course is to inform and teach users in the internet marketing discipline of Pay per Click & Paid Search. The curriculum includes initial comprehensive campaign setup, campaign economics, landing pages, managing campaigns, and advanced PPC concepts. Additional concepts include landing page, design, content networks, PPC economics, and 3rd party ad tools.

MSMOB Portion Online Electives
MGMT 581  Team Building
The focus of this course is on the theoretical basis of team building and its strengths and weaknesses as an organization development intervention. Must be taken with Conflict Management.

Conflict Management

MGMT 582  Organizational Development
Students gain mastery in the theory and practice of organizational change and organization development (O.D.), including skills for analysis, planning, implementation, and evaluation of change programs. Topics include the learning process, O.D. interventions, consultant skills, employee participation, monitoring success, reinforcement and ethical issues.

MGMT 532  Organizational Assessment
This course emphasizes understanding theories, models, tools, and best practices for assessing organizational performance. Students learn to use assessment as a diagnostic intervention. Practical applications provide frameworks for analyzing and applying the course material. Must be taken with Strategies for Change.

MGMT 583  Strategies for Change
In this course, students learn how to develop and implement successful change by developing diagnostic skills and selecting appropriate change methods. Other topics are the role of the change agent, employee involvement and political issues. Must be taken with Organizational Assessment.

MGMT 584  Organizational Assessment

MBA 500  Financial Accounting
This course provides an understanding of financial techniques applied to business and organizational problems. Its emphasis is on understanding and the interpretation and analysis of problems rather than mathematical rigor.
MGMT 570  **Human Resource Planning/Talent Management**

MGMT 558  **Service Management**
Students gain an understanding of the management and delivery of effective service. Coursework covers service strategy, development of service systems, human resource strategy and implementation of the service management concept. Must be taken with Ethics & Social Responsibility in Management.

MGMT 553  **Organization Design**
The course presents information about how to design organizations for optimum performance for various environments and purposes, and how to move organizations toward a desired structure. Must be taken with Organizational Culture.

MGMT 557  **Organizational Culture**
Students gain an understanding and analysis of corporate culture and its relationship to behavior and organizational performance. Coursework includes learning management techniques to use culture more effectively. Students will explore the concept of culture as it applies to international values and norms in management. Must be taken with Organization Design.

MGMT 571  **Labor Relations**
Coursework covers the basic concepts relevant to laws governing labor relations. Discussion focuses on contracts, including recognition of the union, negotiation and administration, patterns of contracts currently in existence, and issues that can arise during contract administration. Must be taken with Training & Development Overview.

MGMT 579  **Training & Development Overview**
Students will learn steps in the training and management development process from needs assessment to training evaluation. Topics will explore the role of training in strategic human resource planning and organizational career management. Must be taken with Labor Relations.

MGMT 555  **Power Strategies**
An examination of contemporary perspectives and measures of power, influence, and control related to motivation, interpersonal relations, and organizational climate. Must be taken with Leadership.

MGMT 586  **Int'l Organization Development**
The course is an exploration of organization development (O.D.) values and their relationship with national and cultural values in countries around the world. Coursework will provide an overview and case studies involving the application and adaptation of management and O.D. practices to situations with different organizational and national cultures.