

PMBA Core Course Descriptions

Financial Accounting | 4 credits

The purpose of this course is to provide students with an understanding of financial statements issued by for-profit companies to external parties, such as shareholders, creditors, and the SEC. To achieve this purpose, the course will: 1) Discuss the purpose of each of the financial statements 2) Provide tools to students enabling them to learn the process by which management and accountants recognize the financial effect of transactions and events on a business 3) Assist the student in developing skills that can be used in analyzing financial information provided by companies 4) Examine major accounting policies, principles, and their financial statement implications.

The Essence of Enterprise | 4 credits

This course provides a perspective – a worldview – that appropriately places the enterprise in the context of an interconnected world where success, organizational and personal, is determined by how well one applies the necessary functional skills and organizational understanding to opportunities and challenges framed by globalization, both shared and disparate values, and the need for creativity, innovation, and entrepreneurial spirit. This course focuses on leadership development, team building, and the value of new conceptual models of business performance to provide a foundation for professional direction, and enterprise success.

Leading at the Edge, the application complement to The Essence of Enterprise, uses the experiences and accomplishments of the 10th Mountain Division as a metaphor for values-based leadership, innovation, teamwork, and global perspective. This experience enables learners to develop the leadership and relationship skills necessary to motivate, support, and inspire others to action, which are essential skills for the effective practice of organizational and team leadership. Through metaphor and experience, Leading at the Edge is designed to bond the cohorts to each other, increase personal and team oriented skills, and enhance self confidence to succeed under difficult and changing conditions.

Managerial Finance | 4 credits

Managerial Finance provides students with the analytical skills and understanding of the tools used in finance. The course discusses three key decisions of the firm: the investment, financing, and dividend decisions and how each can achieve the goal of the maximization of shareholder wealth. Topics include ratio analysis, breakeven analysis, leverage, securities valuation, time value of money, financial forecasting, and working capital management.

Ethics in the 21st Century | 4 credits

A fundamental purpose of this course is to engage students in ongoing reflection and dialogue about their responsibilities as managers and leaders. Of particular emphasis are the ethical, professional, social and legal responsibilities of managers and leaders, especially as it relates to numerous stakeholders and communities. This course focuses on the idea of "community" and the ethical and social relationships of business leaders and business organizations in their communities. A particular focus will be the role of the business manager and executive as a professional with unique and special responsibilities. These roles will be examined by analyzing a variety of issues that students will face during their careers. The goal is to

provide students with generalized understanding and skills that can be employed in dealing with other issues that may emerge in their business careers.

Creating a Sustainable Enterprise | 4 credits

A sustainable enterprise is defined as any human endeavor with integrity in three interrelated dimensions – environmental, cultural/social, and economic – and whose collective actions meet the needs of the enterprise and its stakeholders today without compromising the ability of future generations to meet their needs. The fundamental purpose of this course is to help prepare students for careers in which success requires a worldview that sees the value of the connections between cultural and environmental challenges on the one hand and enterprise level value creation and innovation on the other, and how they are inextricably connected.

Information Technology Strategy | 4 credits

Information Technology Strategy focuses on the impact IT has on organizations, business functions, and management practices across the entire global value chain. It addresses how information and IT can be used to enable new business opportunities, improve organizational capabilities, streamline efficiencies, and enhance managerial communications and decision-making abilities. All of these are accomplished with an eye towards generating business value, creating competitive advantage, and acting responsibly towards balancing the many diverse and, at times, conflicting needs of a firm's stakeholders.

Marketing Concepts | 4 credits

Ever wonder what's behind those Super Bowl ads we love to watch? Or, how Apple decides the price of its newest electronic wonder? Did you notice you can almost always find what you are looking for at the grocery store, whether it's in season or out? How does that happen? This course will provide you with a lens through which you may view the world as a marketer, relating marketing principles and models to consumer and business actions. We will investigate marketing strategy and tactics using contemporary examples from the headlines, active class discussion, and a marketing strategy simulation.

Quantitative Methods | 4 credits

This course introduces students to the basic analytical tools in statistics and provides the initial theoretical concepts and skills that are building blocks for future courses. The approach is to present students with a "corporate" view of how statistical tools are used to analyze data and facilitate business decision-making. Students will familiarize themselves with all of the statistical techniques and models presented in the course and will demonstrate knowledge in applying the appropriate techniques and models to various data sets and interpreting the results of the analysis.

Strategic Management | 4 credits

The primary task of strategy is the allocation and commitment of critical resources over relatively long periods of time in pursuit of specific goals and objectives. Strategic decisions take account of the conditions that prevail within the industry environment, both positive and negative, and the resources and capabilities available to managers for meeting environmental challenges. Strategy also requires establishing and managing an internal organizational system that creates and sustains strategic value and competitive advantage. Our examination of strategy will focus on three main themes, (1) the skills and tools of

general/strategic manager, (2) the formulating and implementing of competitive business strategy, and (3) the management of corporate strategy.

Strategic Cost Management | 4 credits

Strategic Cost Management is an integrated coverage of management accounting and cost management in helping an organization succeed. This course uses a strategic focus and demonstrates how managers' use cost management information to make better decisions and to improve their organization's competitiveness. It addresses issues like: How does a firm compete? What type of cost management information is needed for a firm to succeed? How does the management accountant develop and present this information and become part of the strategic management decision team? Students learn why, when, and how management accounting information is used to make effective decisions that lead to success.

Organizational Dynamics | 4 credits

In this course, you will: (1) understand and develop a set of management and leadership skills critical for effectiveness in high performance work environments; (2) develop the ability to analyze organizations and environments from multiple perspectives; (3) explore policies and practices for facilitating organizational change; (4) become a valued and effective member of a work team; and (5) learn how to incorporate effective communication, critical thinking, creative problem solving, and technology, into organizational behaviors and processes.

Business Law and Public Policy | 4 credits

The purpose of this course is to provide a background and foundation in the fundamental concepts of law and public policy to apply throughout the PMBA program. The course begins with an exploration of the legal environment of business, including key elements of public law (the courts, constitutional law, international law, and administrative law) as well as private law (agency, torts, and business organizational law). Active consideration of the strategic role of business in the public policy environment is present throughout the course. The course aims to elevate the ability of students to analyze important legal questions and problems facing business and to improve the ability of students to recognize the trends and forces in public policy that affect business.

Strategic Human Resource Management | 4 credits

This course focuses on the effective management of human resources in order to create sustained competitive advantage. The course covers the major policy areas of employee influence mechanisms, talent management, training and development, performance appraisal, reward systems, and work design so that students are better prepared to provide direction to the creation and implementation of effective management systems.

Capstone Project | 4 credits

During the Capstone Project Students will analyze the 'real-world' operational business practices and performance of a going concern (public or private) and propose feasible solutions which mitigate the performance problems identified. Students will deliver an oral presentation that will present the results of the analysis and recommended solutions which address the specific problem or issue identified. The project is team-based and supports the application of knowledge acquired throughout the PMBA curriculum.