Leadership Certificate Course Descriptions
2020-2021

MGMT 4202: Leading Self
The purpose of this course is to provide insight into why and how sustainable desired change occurs at the level of individual human/social interaction. This course will focus on providing students the critical skills to "lead the self" towards personal/professional goals as the context for studying intentional change. Students will revisit assumptions held about themselves as they develop intentional strategic approaches to identify career opportunities in their selected fields and lead the self towards the accomplishment of professional objectives.

Course format:
Change, and in particular intentional or desired change, occurs through a series of five discoveries or emergence conditions. Understanding these discoveries is pivotal for self-leadership and sustained desired change. In this course, students will learn about these discoveries and use assessment materials, analytical tools, and theory to develop a plan of action that will support sustained growth towards personal and professional objectives.

MGMT 4203: Leading Teams
"Leading teams" is a graduate course to prepare students to provide formal and informal leadership to a team. Students will learn about the fundamental design principles of high-performing teams as well as common pitfalls that teams are subject to. Students will also learn about how to sustain team performance through effective information-sharing, decision-making, and conflict management. Students will also cover current topics in teams including virtual teams, team creativity and team-based innovation. This course is designed to stimulate student learning by letting students integrate abstract knowledge through concrete firsthand experiences.

Learning Outcomes:
By the end of this course, students will:
- Possess a proficient understanding of foundational team and group concepts.
- Possess a proficient understanding of team processes to sustain effective team performance.
- Create and use a personalized toolkit of team skills for effective team leadership.
- Apply their understanding of foundational team concepts to improve team performance.
- Implement effective team processes to produce high quality outcomes as teams.
- Recognize and consider the implications for ethics and sustainability of actions taken by teams and individuals in them.
- Recognize and consider the implications of multinational and multicultural members in teams.

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MGMT 4204: Leading Organizations

In this experiential challenge-driven course, students will leverage their skills and further build upon their experience by analyzing a company, including the firm's mission, vision, and values, business model and financial health of the organization via the Spring Challenge. After finalizing the scope of the spring project, students will assess the firm's strengths and weaknesses using a series of tools and frameworks as well as identifying opportunities and threats in their respective industry. Synthesis in the course takes place when the student is able to provide strategic recommendations that generate added value and competitive advantage for the firm. Learning is facilitated through a workshop atmosphere that uses case studies of industry leaders currently in the news that can then be applied to the project subject company.

Course format:

Recent surveys of Fortune 500 executives found that when asked about the leadership skills needed in future leaders that they would hope would replace them at their company, one of the top skills mentioned was to be a strategic thinker. The rational was that you could teach the technical aspects of a business or industry but could not teach how to view the world in the future and how to position the company to take advantage of the environment that is yet to be identified.

MGMT 4400: Ethical Leadership

Consideration of ethics in business and organizations is relevant for being an effective and successful manager and leader. The course is designed to strengthen capacities in terms of ethical awareness, analysis, and application. An important learning outcome of the course is to facilitate the growth of students in terms of making practically wise and ethically sound decisions in their future careers. Decisions include fulfilling responsibilities to create and sustain ethical climates and cultures for teams, business units, and organizations. This course introduces students to fundamental ethical concepts and ethical decision-making frameworks. Students will apply these frameworks to cases and issues relevant to one's role as a future manager and leader. Students will also be introduced current research in moral psychology and behavioral ethics, and students will apply this knowledge in assessing a current case related to business and management ethics. The course will cover current issues such as sexual harassment, privacy in the workplace, and whistleblowing. Students will develop a personalized values-based leadership plan.

Course format:

This is a course in applied ethics and based on the assumption that success as leaders and managers involves making ethically sound decisions. A primary focus will be specific issues and situations related to managerial decision-making. Topics include the foundations of morality and ethics, elements of ethical situations, ethical decision-making frameworks, moral psychology, behavioral ethics, ethical relativism, and virtue ethics. Applied topics include sexual harassment, employee privacy whistleblowing, and sales ethics. The course uses various formats, including lecture and discussion, individual and group case analysis, group presentations, and online discussions.

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ACTG 4610: Financial Accounting and Reporting
In this course, students will gain a strong understanding of the financial statement issued by companies to external parties, such as shareholders and creditors. The course covers the fundamentals of accounting from recording economic events through the preparation of a company's financial statements. In addition, the course examines the complexity of accounting policy choices and the financial statement impacts of those decisions. Students will also gain significant experience analyzing Form 10-K annual reports of publicly traded companies.

INFO 4401: Business Analytics Fundamentals
Business Analytics is a broad term that describes the process of using data to make business decisions. Data driven business decisions are both critical in modern business and hard to produce with reliable outcomes. This course introduces students to decision-making using probability and other statistical techniques to support and validate the chosen decision. Students will practice hands on business analytics skills for making data driven business decisions.

Learning Outcomes:
At the end of the course, students will be proficient in the use, implementation, and application of the following statistical techniques and analytic modeling methodologies:

- Use basic probability and statistics to make reliable business decisions.
- Utilize sampling and statistical inference to help determine support for business decisions.
- Use statistical modeling techniques to predict and explain relationships that affect business decisions.
- Illustrate the results of modeling and analysis to a decision maker in a way that would support the decision-making process.

Utilize and develop critical thinking and problem-solving skills to product a business decision from a dataset.

MGMT 4303: Negotiations & Change
Negotiations take place daily throughout our lives. Whether it is negotiating as a student with a professor on an assignment extension, a job candidate with a potential employer on salary and benefits, or a chief executive within an organization executing on its strategy, we must know how and when to leverage negotiating strategies and skills in order to achieve a successful outcome.

Course format:
This course explores, through a variety of scenarios, real-world cases, simulations, and role-plays, how negotiators leverage their skills to execute on their strategies to either arrive at a satisfactory agreement or to simply back away from the negotiating table without a deal. Sometimes the best deal, is no deal at all. We will explore a number of perspectives including: (1) Definition and characteristics of negotiations, (2) Interdependence and Relationships of the parties, (3) Dynamics of conflict and conflict

management, (4) Integrative negotiating process, (5) Negotiating strategy, (6) Ethical conduct, (7) Communications, (8) Negotiating power, (9) Multiple parties, groups, and teams in negotiations, (10) International and Cross-cultural, (11) and Best practices

MGMT 4304: Project Management for Leaders

In this experiential challenge-driven course, students will leverage the skills and further build upon their experience of managing a project from developing scope through to project completion via the Winter Challenge. This course will introduce the student to the key elements of a successful project delivery system. The project delivery system consists of five components: training, tools, core skills, company support, and a project delivery process. The process is the means by which projects are consistently and efficiently planned, executed, and completed to the satisfaction of clients. The system is aligned with the principles of a total quality improvement program, namely client focus, project manager commitment, evaluation and measurement, corporate support, and continuous improvement.

Learning Outcomes:

At the conclusion of this course, the student will be expected to:

• Demonstrate their Understanding of and Ability to Develop a Project & Budget Management Plan with Client Endorsement and Stakeholder Involvement.
• Demonstrate their Understanding of the Role and Responsibilities of a Project Manager.
• Demonstrate their Knowledge for Developing and Motivating an effective Project Team.
• Demonstrate their Knowledge of Approaches to Developing a Work Plan, WBS and Budget.
• Demonstrate their Knowledge and Ability to Monitor Project Progress and Communications.
• Understand How to Manage Project Costs, Changes, and Project Risks.
• Demonstrate their Knowledge of How to Close a Project and Document the Key Decisions.

MKTG 4100: Marketing Concepts

This course focuses on formulating and implementing marketing management strategies and tactics for providing customer value. The focus of this course is on marketing strategy – constructing and environmental scan, segmenting the market properly and targeting the appropriate markets. Once strategy has been set, brand management is considered along with using marketing tactics as levers to bring value to the customer. The course provides you with a lens through which you may view the world as a marketer, relating marketing principles to consumer and business actions.