

# Professional MBA Course Descriptions

## Core Classes

### **FIN 4760: Managerial Economics**

This course presents the fundamental concepts of microeconomics and macroeconomics and approaches them from a managerial decision-making perspective. The first half of the course emphasizes applying microeconomic theory to decision-making to help achieve a firm's objective – increasing profit, market share, or growth. In contrast to traditional economics course, this course emphasizes practical implementation AND how economics affects business decision making. The second half of the course discusses macroeconomics and factors that affect the economy. The goal is to develop an understanding of macro-economic concepts such as GDP, inflation, and government policy such as Federal Reserve actions and government spending, to obtain a framework to model a firm's behavior according to an informed understanding of what the economy is doing. Armed with an understanding of the cycle of economic activity, one can formulate a firm understanding of policy alternatives by both the Federal Reserve and Congress.

### **BUS 4611: Leading Self & People**

The purpose of this course is to provide insight into why and how sustainable desired change occurs at the level of individual/social interaction. This course will orient the student towards gaining the most out of their education by focusing on learning as the cornerstone of development. It will provide students the critical skills to “lead the self” towards personal/professional goals as the context for studying intentional change. The premise of the course is that leading others first requires a keen sense of self leadership. Students will revisit assumptions about themselves as they develop intentional approaches to identify learning and career opportunities in their selected fields and lead themselves towards the accomplishment of professional objectives. As part of this process, students will learn necessary skills for leading others and working effectively in teams. Lecture / Off-site will include a required intensive three-day exercise in self-awareness, outdoor leadership, team-building, problem solving, and critical thinking. This outdoor experiential includes an intellectually rigorous component, which is designed to enhance the classwork in which you engage, and is intended to enhance the experience students have in their life outside of the academic environment. The outdoor experiential will be leverage in the on-campus course which provides 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. The premise of the course is that leading others first requires a keen sense of self leadership. Students will revisit assumptions about themselves as they develop intentional approaches to identify learning and career opportunities in their selected fields and lead themselves towards the accomplishment of professional objectives.

### **BUS 4610: Business Ethics for the Public Good**

This course is designed to engage students in ongoing reflection and dialogue about their responsibilities as individuals, business managers and community leaders. Of particular emphasis are the ethical, professional, social, and legal responsibilities of businesses managers and leaders both within their organizations and beyond. Using a wide array of sources and a variety of perspectives, this course challenges students to critically examine core ethical concepts including “community,” “the public good,” “integrity,” “duty” and “virtue” in numerous business applications and cases. The goal is to provide students with perspectives, decision-making frameworks, and analytical skills that will be useful in their business careers and necessary to achieve authentic success.

**ACTG 4610: Financial Accounting and Reporting**

In this course, students will gain a strong understanding of corporate financial statements that are consumed by parties such as managers, shareholders, creditors and financial analysts. The course covers the fundamentals of accounting from recording individual business transactions through the preparation of a company's summarized financial statements. The course closely examines how economic events and business decisions impact the three main financial statements – Income Statement, Balance Sheet and Statement of Cash Flows. Students gain significant experience analyzing Form 10-K annual reports of publicly traded companies.

**MKTG 4100: Marketing Concepts**

The Marketing Concepts course covers the essential components of a robust marketing strategy. How do you segment a market? What promotional methods work for specific target markets? How do you collect data to empower your marketing strategy? How do the best brands in the world think about the interplay of their product and their customers? How do you create an amazing customer journey? These questions and more will be answered in this course.

**FIN 4630: Managerial Finance**

This course covers analytical skills and tools of finance managers; theoretical concepts and practical applications are included. Topics include ratio analysis, breakeven analysis and leverage, securities valuation, capital budgeting, financial forecasting, and working capital management. Corequisite: ACTG 4610

**MGMT 4690: Strategic Management**

Management 4690 focuses on the strategic management of an organization as a whole. This course will introduce students to key decisions that top executives have to make when developing and implementing strategies, methodologies for informing those decisions, and how to interpret information from those approaches to guide strategic decision-making. Overall, from the perspective of leading an organization, students will learn how strategic decisions impact a firm's competitive advantage and success.

**INFO 4610: Business Statistics/Analytics**

Making high quality business decisions is hard. Using data to make business decisions makes the process better. This course introduces students to a variety of techniques in analytics and statistics that facilitate data driven business decisions. Time will be spent identifying appropriate techniques to apply in various scenarios, applying in detail some of the quantitative techniques, and using analytic outputs to inform business decisions. Both technical skills and clear communication of results and decisions will be covered. Choosing proper techniques, technical work using Microsoft Excel, proper interpretation of results, and decision making are skills practiced in this course.

**MBA 4610: Business Law & Public Policy**

This core course provides students with the tools necessary to mitigate enterprise risk, secure value and navigate an increasingly volatile public policy environment. Students will learn how to efficiently manage disputes; effectively negotiate and contract; create and operate business entities; responsibly discharge the fiduciary responsibilities of Directors and Officers; protect their intellectual property; comply with employment and anti-discrimination law; and avoid the types of civil and criminal liability that can affect business viability and reputation. Through an examination of case studies and current topics, students will also understand how to analyze, anticipate, and harness trends in politics and public policy by studying the forces, interests, actors, and tactics affecting business regulation.

**MGMT 4240: Global Business**

The Global Business course and ensuing international experience are designed to expose students to the challenges, opportunities and risks of doing business globally. How do you make well-informed decisions in a global environment, taking into consideration the economic, political, environmental, cultural and historical context of a country or region? Conducting business outside the United States involves a unique set of challenges. Diverse cultures, laws, languages, and currencies add to the complexity of putting together and managing international business ventures. As a part of the international trip, students will meet with business executives and organizational leaders across a variety of industries to gain a broad understanding of the business environment of the countries being visited. In addition to completing secondary research beforehand, students will also be responsible for conducting primary research by setting up small team meetings in-country to develop a hands-on understanding of the business environment on the ground. The core end deliverable is a feasibility study.

## **BUS 4600: Capstone Project**

The Capstone Project enables the practical application of key management and leadership competencies, skills and knowledge designed to integrate core course learning outcomes. You will integrate what you have learned in the PMBA program to analyze a client problem and provide appropriate recommendations and conclusions prepared for and presented to the client. The course integrates Daniels' multi-disciplined learning outcomes and experiences to achieve this goal. The course is a combination of site-based practicum, field project and classroom experiential learning. Through these activities, you will gain an in-depth exposure, perspective and understanding of strategic business processes, opportunities and challenges within a non-profit organization. You will work in teams (4-5 individuals) and will select a non-profit organization of your choice to work with as your client. The project will end with an oral presentation and written proposal delivered to the client and to the instructor on an assigned date. Project assignments will emphasize the integration of knowledge from multiple academic disciplines and functional business activities. Students are required to identify linkages between an organization's external and internal organization environments in the context of its organizational strengths, weaknesses, opportunities, and threats (SWOT). Projects may include new product or technology development, restructuring, relocation, expansion, downsizing, acquisitions, mergers and acquisitions or joint ventures, and/or other relevant operational performance issues. The goal is to increase the organization's ability to sustain and thrive. The final plan/proposal should include an implementation timeline for the proposed solutions as appropriate.

## **Advanced Core Electives**

### **ACTG 4660: Strategic Cost Management**

Strategic Cost Management (SCM) will teach students how to use accounting information to make correct decisions within their firms. These decisions will include costing, pricing, strategy, and performance management. SCM articulates how to use accounting information in order to properly price goods and/or services, how to decide between alternative strategies, and how to perform relative performance evaluation among employees and/or departments within the firm. The focus is on interpreting accounting information and making business decisions. Topics in the course include cost behavior, activity-based costing, cost-volume-profit analysis, short-term decision-making, balanced scorecard, and management control. The course will enable students to apply strategic thinking to management planning, decision-making, and management reporting. Prerequisite: ACTG 4610.

### **INFO 4250: Business Data and Analytics**

Businesses make decisions and improve processes using their own and external data with a variety of data-driven and analytic techniques. This course introduces students to the business data landscape, data management in commercial organizations, and the data-driven decision-making process. Students explore the fundamental concepts behind how data and analytics can improve business performance, using their individual roles and companies as subject matter. Principal Content Elements: 1. Data-driven decision making and performance improvement. 2. Data management in organizations. 3. Hands-on experience creating visualizations for data-driven insights. INFO 4250 requires a Windows Operating System. MAC users will have to virtualize their machines, or have access to a PC for async, live session and graded assignments. The software used in this course is Power BI and Visio Pro, which are Windows-only applications. Power BI is free, and the Department of Business Information and Analytics will provide a license for Visio Pro.

### **MGMT 4625: Leading People and Organizations**

This course focuses on the effective management of people, every organization's most critical resource. Employees' knowledge, skills, commitment, creativity, and effort are the basis for sustained competitive advantage. It is people who deal directly with customers, have creative ideas for new products or for process improvements, who devise marketing strategy or take technologies to the next level. In this course, we approach the people side of business from a general management perspective, integrating concepts from organizational behavior, human resource management, strategy, and organizational design. Course topics include motivation, reward systems, engagement; feedback; processes by which work is done and decisions are made, including attention to teams, power dynamics, conflict, and negotiations; the structure of the organization and its systems, including job and organizational design and systems and policies affecting human capital; the organization's culture and history; and the external environment within which the organization operates, including legal, regulatory, demographic, economic and national cultural factors.