

Master of Business Administration Program

MBA 504 International Law (3)

The relationship of the business manager to legal foundations of national economic systems is considered through case studies and guest lecturers. Comparisons of distinct legal and regulatory climates in which multinational businesses operate, multinational laws such as the act of state doctrine, and the effects of U.S. legislation on multinational laws such as the act of state doctrine, and the effects of U.S. legislation on multinational business operations.

MBA 511 Accounting for Managers (3)

This course provides an overview of financial and managerial accounting, with the focus upon the use of financial information within organizations to understand and analyze activities and operations. An objective is to develop an understanding of the basic structure and substance of a company's financial statements from a user's perspective. In addition, the course provides an understanding of planning and budgetary control systems and basic financial performance measurements.

MBA 514 International Economics (3)

The framework for international economic analysis is examined with respect to the global aspects of supply, and demand. International trade theories, geographic trade patterns, globalization, multinational corporations, and international variations of corporate and national economic policies are reviewed and evaluated.

MBA 517 International Finance (3)

This course provides an overview of the financial function including applications and sources of corporate funds relating to the money and capital markets. This course also examines the special risks and returns of international operations. Special financial considerations of beginning operations such as joint ventures in another country, different tax systems, foreign exchange valuation, altered working capital and long-term funding arrangements such as use of the Eurodollar and other capital sources are analyzed.

MBA 531 International Marketing (3)

A study of the world-wide marketing environments to develop skills for international market analysis. Includes practice in designing marketing objectives and strategies for different national markets. Emphasis on specific methods of market research capable of facilitating market analysis and competitive analysis. Students utilize appropriate policies concerning the product, its pricing, promotion and distribution as well as aspects of planning and organizing for the international marketplace.

MBA 538 Advertising (3)

This course examines current advertising from a real world perspective with particular attention to the role of technology and segmentation of consumers. Account management, client relationships, research media planning and selection along with creative implementation are studied. Coursework focuses around the conception, development and implementation, and presentation of a client's advertising plan.

MBA 541 Cultures of International Business (3)

This course provides an overview of the socio-cultural dimensions of doing business in an increasingly global environment. Topics to be discussed include problems and challenges of intercultural communication, intercultural politics, issues of leadership and decision making, cultural change, diversity management and effective performance in the global marketplace.

MBA 546 Macro-Projects & International Regimes (3)

Examines "macro-projects" deployed in international "regimes" by private transnational consortia and international government institutions. "Macro-projects" investigated will be mainly of a high technology nature. These will involve cases as the mining of Antarctica's and seabed's minerals, the deployment of industrial facilities in near earth orbit, the allocation of the electro-magnetic spectrum for communication satellites, and the utilization of other

extraterrestrial resources. Issues of property rights and externalities will be explored together with the legal treaties defining the status of the concerned regimes. Finally, the significance of the aforementioned for the economically developed and underdeveloped communities of nations will be examined.

MBA 547 Managing the Multinational Enterprise (3)

Costs and benefits of various off-shore operations are compared and critically analyzed. Management strategies are developed which enable multinational corporations to operate effectively and efficiently in the dynamic international environment. Case studies are used to demonstrate the kinds of organization, links and strategies employed.

MBA 549 International Organizations (3)

International Organizations will be examined from an administrative, structural and functional perspective. These organizations can be classified in two groups: intergovernmental organizations (IGOs) and nongovernmental organizations (NGOs). The historical, current and future role of these organizations will be discussed, and their impact on international relations and the global environment of business will be analyzed.

MBA 551 Applied SAEM Marketing (3)

This course will provide a strategic look at marketing concepts within the sport, arts and entertainment industries. Specifically, students will develop and evaluate strategic marketing plans that address consumer (fan/audience) behavior, creating high levels of customer service, developing brand loyalty (relationship marketing), applying research data, segmenting markets, promotions, and branding.

MBA 554 SAEM Fiscal and Resource Management (3)

This course will provide both a broad overview and detailed analysis of fiscal and resource management in the Sports, Arts and Entertainment industries including general management; business models and best practices; fiscal management including assets/liabilities, balance sheet, fiscal analysis, budgeting, operating vs capital asset, and more; asset management including human resource management and facility management; and more. Using best model practices, discussions, research, and provided materials, students will use and understand basic and advanced business models and structures in SAE including for-profit and not-for-profits models; management of said models including daily operating policies and procedures, daily fiscal management, artistic and programming management along with scheduling and usage; understanding of revenue streams; and ethical issues related to resource and fiscal management of a new or development SAE organization.

MBA 555 Business of Live Entertainment (3)

This course will focus on all aspects of the entertainment business within the sports, arts and entertainment industry. The course is designed to give graduate students a practical real world entertainment education. Key aspects to the course will include discussion, research, training, and writing/presenting about the core and advance principles of entertainment business including production, venue management, marketing/promotion, advertising, artist and talent management, the touring industry, professional and ethical behavior, record labels and media services, sponsorships, and ticketing operations.

MBA 560 Ethical Leadership and Sustainable Organizations (3)

This course examines how ethical leadership creates sustainable learning organizations, by helping students discover what values make a leader ethical and effective. This course exposes the student to concepts and theories of the ethical decision-making process so students can appraise the signs of an ethical dilemma in order to resolve conflict in an organization. Students will uncover how ethical leaders create trust and cooperation. Participants in this class will assess the values and principles that unite organizations to become sustainable in a global environment.

MBA 566 International Political Economy (3)

Examines the interplay of economic and political variables and their impact on the international sphere. Emphasis on the effect of the aforementioned variables on international institutional arrangements. Other topics of concern include political risk analysis, the activities of the multinational corporation and the dichotomies between developed and less developed countries.

MBA 570 Global Environment of Business (3)

This course introduces the global environment of multinational and transnational business operations. Topics to be discussed include the structures and processes of international business transactions as well as the impact of major economic, political, social and ecological issues. The positive and negative impacts of globalization will be assessed.

MBA 571 Legal Environment of Business (3)

The relationship of the business manager to the legal foundations of the business/economic system is considered through theory and case studies. The legal and regulatory climates in which businesses operate are examined. The impact of international laws such as the act of state doctrine, and the effects of U.S. legislation on multinational business operations will also be considered.

MBA 572 Marketing (3)

This class will examine contemporary marketing topics. Markets and their environments, goods and services from inception to final consumption will be discussed. Product, pricing, promotion and distribution issues will be analyzed. Moreover, aspects of planning and organizing for the domestic and international marketplace will be explored.

MBA 573 Corporate Finance (3)

The class will examine discounted cash flow techniques for decision-making applications. Topics to be examined will involve operational budgeting, capital appropriation requests, investment planning, new product introductions, acquisitions, divestitures, shutdowns, and other special project decisions. The course will combine theory, cases and computer application projects. Prerequisite: MBA 511

MBA 574 Organizational Behavior (3)

This course examines human behavior in organizations at both the micro and macro levels. The interaction of human, technological and structural factors in organizations will be examined. Important issues to be considered include theories of communication, motivation and decision making. Issues of organizational politics and the challenges of conflict management will be addressed. Special attention is given to designing efficient and effective organizational structures and processes, and the application of modern organization theories to real world situations.

MBA 575 Organizational Systems (3)

This course examines systems thinking, holistic analysis and systems dynamics. A variety of systems theories ranging from mechanistic approaches, organismic approaches, cybernetics as well as current understandings of flux and transformations will be examined. Special attention is given to practical applications to real world business problems.

MBA 576 Quantitative Methods (3)

This course provides a general overview of statistical techniques and quantitative methods used in business and government. Probability theory and statistical decision models are covered. Forecasting, linear regression and correlation analysis leading to computer use for solutions will be the basis for a class project.

MBA 577 Strategic Planning (3)

This course will enable students to identify, comprehend and appraise an organization's strategies and policies. It will provide students with the methodology to formulate and implement strategy, and to analyze possible consequences of strategic and policy actions.

MBA 578 Managerial Economics (3)

Managerial Economics deals with a diversity of issues. For instance, the class will discuss ways of directing scarce resources in an efficient manner so as to attain managerial goals defined by the firm. To this end, students will learn to apply economic ideas, theories and methodologies in a strategic manner to enhance corporate performance. Students also will analyze organizational structures in order to maximize corporate behavior in the multitude of industrial and service sectors in which firms operate. Discussion of additional pertinent topics will provide students with further ways of using managerial economics tools and procedures in the modern business environment.

MBA 579 Health Economics (3)

Economic concepts will be applied to analyze health care markets and evaluate health policies, including distinctive economic characteristics of health, the health care industry and the delivery of care, health care professionals, and the financing of health care services. The American system of health care, current health policy issues such as health care reform, managed care, and manpower planning will be areas of focus as well as a comparative study of other health care systems.

MBA 580 Management Information Systems (3)

This course addresses three major computer issues. First, this course examines the business aspects of computer information systems, with a focus on hardware, software, and computer systems management. Second, it introduces business productivity software. In particular, it explores presentation and spreadsheet programs providing the students with considerable hands-on experience. Third, the course offers a case-oriented study of statistical data analysis for business decision-making. Topics include: data summary measure, methods, population and sample characteristics, and linear regression, all implemented using spreadsheet technology.

MBA 581 Development of Support Networks (3)

This course is a comprehensive analysis of the impact of computer-based information systems on decision-making, planning, and control. Topics include organizational structures needed to accommodate information technology; concepts of project management; design of information systems for managing the traditional functional areas of a firm; and the use of computer-aided software engineering (CASE) tools in systems development.

MBA 582 Database Management and Applications (3)

This course explores the concepts, principles, issues, and techniques for managing organizational data using database management systems. Topics include database architecture, data models with emphasis on the relational model, logical database design, relational query languages, normalization, and database administration issues. There is an emphasis on the managerial and strategic impact of databases. Two projects are required.

MBA 583 Financial Management of Health Care (3)

This course addresses financial principles and concepts as applied to the health care financial management of both for-profit and not-for-profit entities within the context of the current health care environment in the United States. The goal of this course is to prepare individuals for the responsibilities involved in maintaining a well-managed health care organization. Specific processes, functions and reports are presented in this course, including financial statements and reports as commonly seen in health care environments. This course will also include a discussion of financial management of challenges of particular interest to administrators such as identification of costs of care, and types of provider payment

MBA 585 Health Care Policy Analysis (3)

The core elements of health policy analysis: problem definition; background; political, economic, and social landscape; development of policy options; and recommendations will be presented. The course will also teach the written, graphic, and oral presentation skills associated with policy analysis. Case studies of various health care issues will provide students substantive knowledge of the federal policy making process and key issues in health policy. In the context of the discussion of the cases, in-depth historical background related to the policies addressed will be provided. Students should gain both a technical capacity for analysis and an understanding of the operations of the health policy making process.

MBA 587 Health Systems Management and Administration (3)

Theories, strategies and systems of managing health care organizations are analyzed. Students will analyze administrative practices and procedures in health services organizations including certain information technology aspects, examine the evolution of organizational design, and appraise accountability relative to public trust. Continuous process improvement and healthcare quality management will be explored. The course will also examine the contributions of operations research and quality management to improve delivery and production of health services and business and computer processes from the perspective of the health care manager.

MBA 590 Graduate Internship in Sport, Arts & Entertainment (3)

In this course students complete an internship in a sport, arts and/or entertainment organization under the supervision of the appropriate graduate faculty member.

MBA 589 Special Topics in Health Field (3)

MBA 595 Special Topics in Management (3)

MBA 596 Special Topics in International Business (3)

MBA 597 Special Topics in Information Systems (3)

MBA 598 Internship in Global Business (3)

Internships may be taken for three credits. Students eligible for an internship must have completed 18 M.B.A. credits with a Q.P.A. of 3.30 or higher prior to application. Contact the M.B.A. office for details of sponsoring organizations and typical assignments.

Healthcare Administration and Management

MHA 510 Health Systems Administration and Management (3)

Theories, strategies and systems of managing healthcare organizations will be analyzed. Students will analyze administrative practices and procedures in health services organizations including certain information technology aspects, examine the evolution of organizational design, and appraise accountability relative to public trust. Continuous process improvement and healthcare quality management will be explored. The course will also examine the contributions of operations research and quality management to improve delivery and production of health services and business and computer processes from the perspective of the healthcare manager.

MHA 515 Accounting for Healthcare Managers (3)

This course provides an overview of financial and managerial accounting, with the focus upon the use of financial information within the healthcare sector to understand and analyze activities and operations. An objective is to develop an understanding of the basic structure and substance of financial statements from a user's perspective. In addition, the course provides an understanding of planning and budgetary control systems and basic financial performance measurements.

MHA 520 Quantitative Methods and Data Analysis for Healthcare (3)

This course provides a general overview of statistical techniques, data analysis and quantitative methods used in healthcare. Probability theory and statistical decision models are covered. Forecasting, linear regression and correlation analysis leading to computer use for solutions will be the basis for a class project.

MHA 525 Marketing and Strategic Planning in Healthcare (3)

This class will examine contemporary marketing topics in healthcare. Markets and their environments, healthcare goods and services from inception to final consumption will be discussed. Product, pricing, promotion and distribution issues will be analyzed. Overall strategic planning theories and methods will be explored.

MHA 530 Health Economics (3)

Health Economics deals with a diversity of complex issues. Student will learn to direct resources in an efficient manner to attain managerial goals defined by the healthcare organization. Students will learn to apply economic ideas, theories and methodologies in a strategic manner to enhance performance in the sector. Discussion of additional pertinent topics will provide students with further ways of utilizing healthcare economics tools and procedures.

MHA 535 Healthcare Policy Analysis (3)

The core elements of healthcare policy analysis: problem definition; background; political, economic, and social

landscape; development of policy options; and recommendations will be presented. The course will also teach the written, graphic, and oral presentation skills associated with policy analysis. Case studies of various healthcare issues will provide students substantive knowledge of the federal policymaking process and key issues in health policy. In the context of the discussion of the cases, in-depth historical background related to the policies addressed will be provided. Students should gain both a technical capacity for analysis and an understanding of the operations of the health policymaking process.

MHA 540 Financial Management of Health Systems (3)

This course addresses financial principles and concepts as applied to the healthcare financial management of both for-profit and not-for-profit entities within the context of the current healthcare environment in the United States. The goal of this course is to prepare individuals for the responsibilities involved in maintaining a well-managed healthcare organization. Specific processes, functions and reports are presented in this course, including financial statements and reports as commonly seen in healthcare environments. This course will also include a discussion of financial management of challenges of particular interest to administrators such as identification of costs of care, and types of provider payment.

MHA 545 Ethics and Leadership for Healthcare Managers (3)

This course examines how ethical leadership creates sustainable healthcare organizations, by helping students discover what values make a healthcare manager ethical and effective. This course exposes the student to concepts and theories of the ethical decision-making process so students can appraise the signs of an ethical dilemma in order to resolve conflict in the healthcare sector.

MHA 550 Healthcare Quality and Evidence-Based Medicine (3)

This class will provide a thorough overview of what is considered true quality healthcare. This class will examine evidence-based practice (EBP). Students will explore what research is relevant to derive the best treatments options.

MHA 555 Healthcare Law (3)

The relationship of the healthcare manager to the legal foundations of the healthcare system is considered through theory and case studies. The legal and regulatory climates of healthcare operations are examined. The impact of international laws such as the act of state doctrine, and the effects of US legislation on multinational operations will also be considered.

MHA 560 Healthcare Informatics (3)

This class will examine information and computer science as it relates to the healthcare sector. Students will discuss methodology, guidelines and resources required to store and utilize information. Students will also explore electronic health record and its relationship to data gathering and mining.

MHA 565 Global Healthcare Administration and Management (3)

The facets, complexities and issues of administrating and managing healthcare organizations will be analyzed on the global level. Students will analyze the various administrative practices and procedures in health services organizations across the globe. This will include an overview of theories, strategies and systems of healthcare industries internationally. Issues with healthcare quality will be explored. The course will also examine world health issues from the perspective of the healthcare manager.

Organizational Leadership

MLDR 500 Leadership Theory and Practice (3)

This course addresses leadership as a set of theories and models as a basis for determining the specific environmental context within which an array of behaviors for success is identified. Students will individually build a personal leadership paradigm based upon theories, best practices, beliefs and assumptions as applied to a specific organization. An additional focus is on how leaders help followers shift paradigms. The bottom line is a composed, rational perspective of leadership.

MLDR 501 Interpersonal Communication Skills for Leaders (3)

This course focuses on enhancing the student's effectiveness as a writer and speaker. Each student is given at least four individual brief oral presentations to the class in the course of learning how to speak more effectively. Case studies and simulated conditions are incorporated. Learning includes emphasis on cross-cultural communication. Activities often mirror real-world situations, which require strategic solutions and skillful handling.

MLDR 510 Leadership Development (3)

Effective leadership begins with self-awareness. In this course, students will define authentic leadership and leadership value. Students will explore and discern contemporary theoretical models and applications. Participants will examine current practices, theories-in-use, compare and contrast LD programs and become a part of the LD professional network. Throughout the course, students will also take advantage of several assessments designed to illuminate individual learning style, individual and collective communication styles, and identify key leadership descriptors. Students will enfold the concepts of collective intelligence, psychological capital, and neuroleadership into their leadership repertoire; and identify niche organizational cultures that will catalyze professional growth and maturity.

MLDR 515 Professional and Research Writing (3)

This course provides students with advanced research and writing skills and techniques culminating in the production of a significant research paper. Students will be required to respond in writing to issues in a criminal justice [would change to *leadership for social innovation and leadership in strategy*] framework. Additionally, the course will focus on the basics of delineating issues, formulating propositions, constructing an argument, and researching a topic. Adherence to skills presented in the American Psychological Association Manual (APA) for preparing manuscripts is required.

MLDR 528 Decision Making Tools for Leaders (3)

The purpose of this course is to acquaint students with the theoretical and practical aspects of the decision making process. The course is designed to equip leaders with a conceptual and practical understanding of decision making tools, and their use in making efficient and effective managerial decisions.

MLDR 530 Organizational Cultures and Ethical Considerations for Leaders (3)

The course examines human behavior in organizations at the individual, interpersonal and group levels. The interplay of human, technological, and structural factors in organizations is examined. Important issues considered also involve motivation theories, communication, and group decision theories for managerial applications. The course looks at how managers can design jobs and organizational structures and techniques to be used for evaluating and rewarding performance. Similarly, the course explores techniques for the development of team building, leadership and conflict resolution skills.

MLDR 533 Women and Leadership (3)

The purpose of this course is to analyze the roles and responsibilities of women in leadership positions. Current issues and trends are examined from historical, sociological, psychological, political, economic, and ethical perspectives. Analysis and synthesis are used to apply information from a variety of resources to issues facing women who hold or seek leadership roles. Strategies for developing leadership skills are integrated throughout the course.

MLDR 534 Leaders as Partners and Mentors (3)

This course examines different aspects of the leadership theme in literature and film, with special attention to such topics as ethical dilemmas confronting leaders, different styles and models of leadership, the intersection of private and public in a leader's life, and the competing loyalties and pressures felt by leaders. In addition, we discover that literature often raises provocative questions about the very nature and even desirability of leadership.

MLDR 536 Research Design "Social Lab" (3)

This program asserts that research assists leaders in making informed and responsible decisions. This course will help hone and refine the leadership student's critical thinking processes by exploring and applying research techniques and inquiry; evaluation and analysis is also explicated. With a focus on qualitative inquiry, major topics covered include problem identification, research design, discerning fact from opinion, selecting appropriate sources, data collection methods, sample design, data analysis and interpretation, organization and report preparation, and ethical considerations in organizational research.

MLDR 540 Leader Development (3)

Effective leadership begins with self-awareness. In this course, students will define authentic leadership and effectiveness; students will excavate what it means to work mindfully while applying principles of authenticity, intentionality and integrity. Students will examine preferred learning and communication styles, cultivate relationship building strategies, and identify the best-fit organization culture for growth and maturity.

MLDR 541 Team Building for Leaders (3)

This course is an introduction to team dynamics and team building. This course will focus on creating teams, understanding the team life-cycle, the dynamics of teamwork, building trust within teams, reducing communication barriers, strategies to encourage leadership development, and offer intervention strategies to enhance the team process.

MLDR 545 Organization Development for Leaders: Orchestrating Change (3)

Students will be introduced to the tenets of organization development; OD history, theory, and techniques will be explicated. Students will be immersed in the OD view of organizational functioning and purposeful change; the role of organizational structure, people, culture, and power.

MLDR 546 Leading in Diverse Communities (3)

This course examines the interactive impact of leaders on diverse communities. This course will ask students to identify the leadership needed in communities (local, regional, national and international) and explore the institutional influences of family, religion, education, government, and commerce.

MLDR 550 Social Entrepreneurship (3)

Social entrepreneurship (SE) describes a set of behaviors focused on a social mission. SE fosters a business-like discipline, a vision of/for innovation, and determination that views wealth as a means to an ends that ensures social value—social impact. In this course, students explore and analyze how social entrepreneurs: (a) adopt a mission to create and sustain social value (not just private value), (b) recognize and relentlessly pursue new opportunities to serve that mission, (c) engage in a process of continuous innovation, adaptation, and learning, (d) act boldly without being limited by resources currently in hand, (e) exhibit a heightened sense of accountability to the constituencies served and for the outcomes created.

MLDR 552 Fundraising, Proposal Development, and Grant Writing (3)

This project-based course covers the complete process of grant proposal development: identification of an achievable and fundable project, research and assessment of viable funding sources, funder relations, proposal writing, and budget development, preparation of a full proposal package for submission, and post-award or rejection follow-up with funders. The course emphasizes grants to private, community, and corporate foundations. Students gain an understanding of the nonprofit philanthropic environment and become familiar with tools and resources available to assist them as they seek funds for their projects, institutions, or causes

MLDR 554 Legal Aspects of Social Innovation (3)

This course explicates the regulatory environment guiding social innovation. The social enterprise, the spectrum of non-profit organizations, are subject to a complex set of organizational and operational tests and doctrines—a web of local, state, federal and international laws. The information covered throughout this course ensures social entrepreneurs, board members and investors are well-prepared to make ethical decisions about their organizations' actions and future endeavors.

MLDR 556 Organizational Development and Intrapreneurship (3)

Students will be introduced to the tenets of organization development; OD history, theory, and OD techniques will be explicated. Students will be immersed in the OD view of organizational functioning and purposeful change; the impact of change and the change process when addressing social impact with an effort to realize the triple-bottom line. Students will analyze the role and confluence of infrastructure, people, culture, power and the role of the intrapreneur within the organization.

MLDR 575 Community Leadership: Cultivating Networks (3)

Students will identify the role of local, state, federal as well as international social service and mental health organizations and agencies. Students will evaluate or create a communication medium for corporate and community leaders and the appropriate audiences.

MLDR 590 Graduate Internship (3)

In this course students complete an internship in an organization under the supervision of the MLDR Graduate Program Director or graduate faculty member.

MLDR 591 Thesis in Organizational Leadership (3-6)

In this course, the student develops his/her own individual thesis project under the supervision of the MLDR program director or graduate faculty member.

MLDR 594 Directed Research Project (3)

In this course, the student works on a comprehensive research project in an area of inquiry that is not available through any course offered at the University. A formal case study culminates the research.

MLDR 595 Independent Study in Leadership (3)**MLDR 596 Capstone in Social Innovation (3)**

The Capstone courses are dedicated to leadership in social innovation and strategy and the application of project-based community research, case study and/or autoethnographic approach. Students will be required to make presentations in the class on specifically assigned readings, followed by questions and discussions.

MLDR 597 Capstone in Leadership and Strategy (3)

The Capstone courses are dedicated to leadership in social innovation and strategy and the application of project-based community research, case study and/or autoethnographic approach. Students will be required to make presentations in the class on specifically assigned readings, followed by questions and discussions.