
Full-Time MBA Course Descriptions

CORE COURSES

MBA 1, MBA BUSINESS CAREERS WORKSHOP (0 credits)

Tools/information for career search, MBA marketplace. Presenting a personal portfolio. Students engage in early career planning. Methods to focus, present oneself well, and interview competitively.

MBA 2, STRATEGIC MANAGEMENT AND ORGANIZATION WORKSHOP (0 credits)

This workshop series introduces 1st year MBA students to critical organizational behavior skills necessary to navigate through the first semester. Given the emphasis on teamwork in the integrated core and the COMS computerizes business simulation, the workshops will focus on the structure and functioning of teams. Specifically, the workshops are designed to anticipate the progression of stages in MBA teams and provide students with the skills necessary to effectively handle the challenges that arise at each stage of team development. The workshops are designed as skill building sessions. Students will be provided with a strong foundation in organizational behavior theory in each of the topics covered in the workshop. Students will also be given a series of self-diagnostic inventories to illustrate how the theories apply to them and will engage in an experiential exercise and case discussion to practice applying their newly acquired skills.

MBA 6020, FINANCIAL ACCOUNTING FOR FULL-TIME MBA STUDENTS (2 credits)

Usefulness/limitations of financial statement information in evaluating a company's performance for credit, investment, or other purposes. How various accounting issues/rules affect views/decisions. Generally accepted accounting principles, how they are used to prepare financial statements.

MBA 6120, DATA ANALYSIS AND STATISTICS FOR MANAGERS (3 credits)

Concepts/ principles of business statistics, data analysis and presentation of results. Topics: exploratory data analysis, basic inferential procedures, statistical process control, time series/regression analysis, and analysis of variance. These methods are selected for their relevance to managerial decision making and problem solving.

MBA 6210, MARKETING MANAGEMENT (3 credits)

Management of the marketing function; understanding the basic foundational marketing concepts and skills in strategy development and planning of operational and strategic levels pertaining to product offering decisions, distribution channels, pricing and communication.

MBA 6220, OPERATIONS MANAGEMENT (3 credits)

Introduction to fundamental operations management principles and concepts. The course takes a strategic view of operations in both a manufacturing and service context and stresses linkages to other functional areas. Many of the cases in the course take an international perspective.

MBA 6230, FINANCIAL MANAGEMENT (3 credits)

Tools/concepts of financial management. Emphasizes use by financial/non-financial managers to measure creation of value within an organization. Evaluating businesses/business opportunities, identifying financial requirements/sources.

MBA 6235, MANAGERIAL ACCOUNTING (2 credits)

Cost systems introduced as potential sources of sustainable competitive advantage. Course focuses on designing cost systems to provide manager with accurate, relevant, and timely information. Taught as part of an integrated functional core.

MBA 6240, INFORMATION TECHNOLOGY MANAGEMENT (3 credits)

Overview of key managerial issues surrounding use/development of information technology (IS) in an organization. IT strategy. Managing the IS function. Developing/managing e-business enterprise.

MBA 6300, STRATEGIC MANAGEMENT (3 credits)

Introduction to the concepts and techniques used to create and implement a sense of corporate direction; choices about products and markets that involve the integration of different functional areas; positioning a business to increase returns for shareholders and stakeholders; the skills involved in identifying issues, evaluating options, and implementing business plans.

MBA 6315, THE ETHICAL ENVIRONMENT OF BUSINESS (2 credits)

Analysis of ethical dilemmas and development of appropriate responses; relationship of ethical management to the law; implications for corporate profitability; managing shareholders vs. managing stakeholders; issues

such as protection of the environment, workplace safety, product liability, regulation, and fiduciary obligations.

MBA 6600, TOP MANAGEMENT PERSPECTIVES (1 credit)

Brings students face-to-face with leading executives and entrepreneurs from throughout the nation. Values, attitudes, and skills for leadership. How personal characteristics and beliefs of leaders shape situations.

ACCOUNTING

ACCT 5102, INTERMEDIATE ACCOUNTING II (4 credits)

Basic valuation problems encountered in financial reporting. Focuses on valuation of liabilities. Accounting for leases, pensions, and deferred taxes. Introduces consolidated financial statements.

ACCT 5125, AUDITING PRINCIPLES AND PROCEDURES (4 credits)

Auditing financial information systems. Independent audits and internal auditing. Ethics. Legal responsibilities.

ACCT 5135, FUNDAMENTALS OF FEDERAL INCOME TAX (4 credits)

Introduction to the U.S. federal system of taxation. Concepts of gross income, deductions, and credits. Analysis of the structure of the Internal Revenue Code and its provisions with respect to specific areas of the law. Examination of the interrelationships between legislative, judicial and administrative authority. Introduces the various methods, tools and techniques to conduct tax research.

ACCT 5180, CONSOLIDATIONS AND ADVANCED REPORTING (2 credits)

Theory underlying the preparation of consolidated financial statements, as well as the mechanical computations needed to prepare the statements themselves.

ACCT 5230, CORPORATE TAXATION I (2 credits)

Federal income taxation of corporations and shareholders. Organization of a corporation; establishment of its capital structure; determination of its tax liability; dividends and other non-liquidating distributions; stock redemptions, and liquidations.

ACCT 5236, INTRODUCTION TO TAXATION OF BUSINESS (2 credits)

Introduction to the income tax laws governing the taxation of corporations, partnerships, limited liability companies, limited liability partnerships, and S corporations. Students will also increase their knowledge and skills related to tax research by writing research memorandums.

ACCT 5310, INTERNATIONAL ACCOUNTING (2 credits)

Review of macroeconomic concepts of international economics, including trade, international markets for capital, and the role of accounting. Survey of different accounting policies and approaches among nations. Reading and understanding financial statements produced in countries other than the United States.

ACCT 5340, TAXATION OF PARTNERS AND PARTNERSHIPS (2 credits)

Reviews tax consequences associated with formation, operation, and dissolution of a partnership.

ACCT 6100, CORPORATE FINANCIAL REPORTING (4 credits)

Overview of asset/liability valuation, income measurement. How economic events are reported in the financial statements of a firm. Accounting theory/standard-setting process from perspective of users of financial statements.

ACCT 6160, FINANCIAL STATEMENT ANALYSIS (2 credits)

Interpretation/analysis of financial statements. Basic techniques of financial statement analysis, their application in settings such as investment/credit decisions.

ACCT 6201, CONTROL AND INCENTIVES (4 credits)

Design of activity-based costing, performance measurement, and incentive systems to support strategy of firm. Use of accounting measurements in balanced scorecard, economic value-added, and decentralized decision making. Information issues in design of incentive systems.

BUSINESS LAW

BLAW 6158, THE LAW OF CONTRACTS AND AGENCY (4 credits)

Origin of law, its place in and effect upon society. History/development of law. System of courts, legal procedure. Extensive study of law of contracts as the basic law affecting business transactions. Law affecting sales of goods contracts.

ENTERPRISES/ FIELD PROJECTS

MBA 6500, MBA PROJECTS (FIELD PROJECTS) (4 credits)

Interdisciplinary team approach to formulation/execution of an actual business problem. Teams work on problems currently faced by business, nonprofit, and government organizations in the Twin Cities metropolitan area.

MBA 6501, CARLSON FUNDS ENTERPRISE: GROWTH (6 credits)

Lectures, assignments, modules. Hands-on real-money experience through Golden Gopher Growth Fund.

MBA 6502, CARLSON FUNDS ENTERPRISE: FIXED INCOME (6 credits)

Lectures, assignments, modules. Hands-on real-money experience through Golden Gopher Fixed Income Fund.

MBA 6503, CARLSON VENTURES ENTERPRISE (6 credits)

Modeled after early-stage venture capital funds. Due diligence process. Starting/growing high-growth ventures. Provides business and venture capital community with timely, efficient exposure to University-based technologies, start-up companies, and experts. Business analysis/development. Assistance to non-University-based startup companies seeking initial equity capital.

MBA 6504, CARLSON CONSULTING ENTERPRISE (6 credits)

Connects cutting-edge ideas/technologies from classroom to real problems presented by clients. Students work collaboratively with clients to integrate strategy/technology. How to lead complex change initiatives.

ENTREPRENEURIAL STUDIES

ENTR 6020, BUSINESS FORMATION (4 credits)

Business formation from concept development through startup. Business concept, plan, forecast, and budget. Resource markets/assembly. Problems/opportunities from concept stage through establishment of viable business. Cases, exercises, projects, business plans, guest speakers.

ENTR 6021, PREPARING AND IMPLEMENTING THE BUSINESS PLAN (2 credits)

Students work collaboratively under direction instructor to develop/implement business plans for a business venture launch via startup or acquisition. Student teams present aspects of their business plan: "elevator pitch," company mission, product/service value proposition, market segmentation, competitive analysis, strategy, marketing plan, financial projections. Students provide feedback on each other's plans.

ENTR 6023, FINANCING BUSINESS VENTURES (4 credits)

Translating a business plan into a financing plan. Developing alternative financing. Choosing a plan, based on financial/nonfinancial criteria. Types of non-Fortune 1,000-type businesses as financiers view them. U.S. financial institutions: what they finance, their financing criteria. Financing instruments used in the United States, when/why to use them. Cases, exercises, guest speakers.

ENTR 6041, NEW PRODUCT DESIGN AND BUSINESS DEVELOPMENT (3 credits)

Students teams work on product development projects sponsored by business organizations. Experience in technology management under supervision of faculty adviser and executives from sponsoring company. New product development, project management, information sharing/collaboration. Short-cycle development process. Lectures, workshops, guest speakers, team meetings, company visits, projects. Nine-month intensive course.

ENTR 6082, BUSINESS FORMATION: OPPORTUNITY IDENTIFICATION AND RESOURCE ASSEMBLY (4 credits)

Business formation from concept development through startup. Opportunity identification and qualification. Business concept, plan, forecast, budget. Resource markets and resource assembly. Problems/opportunities from concept stage through establishment of viable business. Cases, exercises, projects, speakers.

ENTR 6083, MANAGING BUSINESS GROWTH (4 credits)

Opportunities and challenges of growing individual businesses and multi-business organizations. Elements and growth strategy for emerging and established businesses. Planning, implementing and auditing growth strategies. Attracting resources for growth. Models of business growth, factors affecting growth.

ENTR 6090, TOPICS IN ENTREPRENEURSHIP (2-4 credits)

Selected topics in value creation; in business formation, growth, restructuring; in social and economic impact of new businesses, and entrepreneurship and public policy.

ENTR 6095, TOPICS IN ENTREPRENEURSHIP (1-4 credits)

Students work individually, under direction of instructor, on research projects involving issues of commercialization of technologies generated by University scientists, available at Office of Research and Technology Transfer Administration (ORTTA).

FINANCE

FINA 6121, DEBT MARKETS, INTEREST RATES, AND HEDGING (2 credits)

Bond valuation: yield conventions, spot/forward rates, term structure, binomial pricing, static/option-adjusted spread. Duration: PVBP, Macauley/modified/effective duration, convexity. Portfolio management, hedging: dedicated, immunization, horizon matching, contingent, indexing, portfolio insurance, hedging. Treasury market: role of Fed, auctions, primary dealers, market conventions, bills, notes, bonds, strips, repos. Fixed income markets: agency, corporate, private placement, securitization, municipal.

FINA 6122, FINANCIAL MANAGEMENT OF DEPOSITORY INSTITUTIONS (2 credits)

Commercial banks, other depository institutions. Asset/liability management, risk management, geographic expansion, investment banking, public policy issues. Lectures, student presentations, project.

FINA 6241, CORPORATE FINANCE ANALYSIS AND DECISIONS (4 credits)

Theoretical/applied understanding of corporate financial decisions. Adjusted present value, economic value added options. Impact of financing decisions on real asset valuation, managerial incentives, corporate strategy.

FINA 6242, ADVANCED CORPORATE FINANCE ANALYSIS AND DECISIONS (4 credits)

Theory/practice of efficiently managing working capital, fixed assets. Emphasizes mergers/acquisitions, corporate restructuring, real options. Use of derivatives as financing tools, in deal structure.

FINA 6321, PORTFOLIO ANALYSIS AND MANAGEMENT (2 credits)

Introduces analytical concepts used to manage security portfolios from perspective of an institutional investor. Market microstructure. Margin purchasing, short selling. Portfolio risk management, risk/return tradeoffs, strategic/tactical asset allocation, active versus passive management. Portfolio revision, performance evaluation.

FINA 6322, EQUITY SECURITY ANALYSIS (2 credits)

Analyzes different approaches to valuing equity securities, relating each approach to basic valuation principles. Integrates accounting, industry analysis, macroeconomics analysis, finance valuation skills. Testing fundamental/technical approaches against indexed portfolios.

FINA 6323, ADVANCED EQUITY SECURITIES ANALYSIS (2 credits)

Analytical/communication skills for equity security valuation. How companies improve performance, convince investors that improvements are sustainable. How rules for high-tech/internet stock valuation differ from rules for traditional equity security valuation.

FINA 6341, WORLD ECONOMY (4 credits)

Tools to predict/understand ramifications of major economic events. Financial crises. Changes in monetary, fiscal, financial policies. Strategies for promoting long-run economic growth. Examples from U.S., Europe, Japan, developing countries.

FINA 6422, TOPICS IN INVESTMENT MANAGEMENT (2 credits)

Topics vary: current offering available from Finance Department Office. Analytical foundations reviewed/expanded. Application of concepts in complex settings. Major report or presentation usually required.

FINA 6541, DERIVATIVES, FUTURES, AND OPTIONS (4 credits)

Applying finance theory to multinational corporations' investment, financing, risk management, decisions. International financial system. Spot, forward, swaps, option markets for foreign exchange. Interest rate arbitrage, parity. Exchange rate risk analysis/forecast. Measuring/managing currency exposure. Long term financing with swaps. Multinational capital budgeting. Cost of capital for international projects.

FINA 6621, INTERNATIONAL FINANCIAL MANAGEMENT (2 credits)

International financing issues, investment/currency risk management. Spot, forward, futures/options markets for foreign exchange. International financial system, exchange rate determination. Parity conditions, measuring/managing currency risk, multinational working capital management, multinational capital budgeting, cost of capital in emerging economies.

FINA 6622, FINANCIAL RISK MANAGEMENT (2 credits)

Tools, tactics, strategies of risk management. Treasury risk measurement, interest rate risk management, currency risk management, credit risk management. Value-at-risk approach to integrated risk management. Risk management and corporate financing decisions. Internal control systems. Accounting/disclosure issues.

INFORMATION AND DECISION SCIENCES

IDSC 6101, INDIVIDUAL PRODUCTIVITY WITH INFORMATION TECHNOLOGY (2 credits)

Concepts, principles, practices for increasing knowledge/productivity. Productivity enhancing software functions/features, software selection/solutions, development processes, advanced use of software packages.

IDSC 6102, SOLVING BUSINESS PROBLEMS WITH DECISION SUPPORT TOOLS (2 credits)

Applying spreadsheet tools in decision support, problem solving techniques. Business modeling, what-if analysis, goal-seeking, charting/graphing, database structuring/querying, financial/statistical analysis, scenario management, development of business applications (using Visual Basic). Lectures, hands-on problem solving.

IDSC 6201, INFORMATION SYSTEMS DEVELOPMENT: METHODOLOGIES AND TOOLS (2 credits)

Methods/tools associated with large-scale information systems development. Process modeling, data modeling. Relational and 4-) DBMS. Visual, graphical, object, and procedural systems development languages. Interface design. Application of CASE tools. Lecture, lab.

IDSC 6202, INFORMATION SYSTEMS DEVELOPMENT: PLANNING AND ANALYSIS (2 credits)

Information systems planning/analysis methodologies, concepts, and techniques. Systems development, problem formulation/prioritization, risk assessment. Establishing enterprise-wide information requirements, Specifying/verifying application systems requirements with end-users. IS acquisition/implementation. Group project.

IDSC 6401, DECISION TECHNOLOGIES FOR E-BUSINESS (2 credits)

Traditional vs. Web-based decision support. Neural nets, genetic algorithms, evolutionary computing, data mining technologies. Intelligent agent design, construction, and application. Collaborative filtering and recommendation technologies. Spatial/demographic decision tools on the Web. Coverage of technologies are paired with business applications. Hands-on experience with software tools.

IDSC 6402, DECISION SUPPORT (2 credits)

Cognitive/behavioral aspects of resources for business decisions. Prescriptive/descriptive analysis of decision support problems, effect of resources on decision processes. Problem representation for individual/group decision making. Role of expert knowledge. Assessment of user performance.

IDSC 6421, E-COMMERCE IN THE FINANCIAL SERVICES INDUSTRY (2 credits)

IT-focused business models of financial firms. Industry/firm technology infrastructures, applications, and in-firm control technologies. IT in financial markets and investment management. E-brokerage, digital quote vendors, Web-based IPOs. Web-based and home banking systems, traditional/Internet-based e-payment solutions, e-bill payment/presentation. Hands on experience with software.

IDSC 6423, ENTERPRISE SYSTEMS TECHNOLOGY ENTERPRISE SYSTEMS TECH. (2 credits)

Requirements of architectures of information systems that help integrate business processes and optimize performance across diverse organizations/divisions. Capabilities of information systems in enterprise integration and supply chain management. Linkages necessary between information systems and business processes.

IDSC 6431, ADVANCED DATABASE DESIGN (2 credits)

Comparative review of data modeling methodologies. Advanced constructs in database design. Modeling subtypes/supertypes, ternary/higher-order relationships, integrity constraints. CASE tools, representation of facts, verbalization of a data model for human understanding, validation.

IDSC 6432, ADVANCED DATABASE MANAGEMENT AND ADMINISTRATION (2 credits)

Managing information resources. Data planning, global information architectures, advanced data manipulation languages, comprehensive DBMS facilities, O-O DBMS, analysis/data mining tools, deploying/managing databases in a distributed environment. Data integrity, security, privacy.

IDSC 6441, INTRODUCTION TO ELECTRONIC COMMERCE (2 credits)

Web, browsers, search engines, portals and Internet service providers, HTML and Web development tools, intelligent agents, Web site metering tools. E-commerce applications. Client-side Web page development in HTML with a current CASE tool. Server-side development approaches for interactive Web pages with embedded database functionality. Hands-on experience with software development tools.

IDSC 6442, TECHNOLOGIES FOR BUSINESS-TO-BUSINESS ELECTRONIC COMMERCE (2 credits)

Traditional firms' planning process to establish e-business operational, sales, and Web-based marketing capabilities. Bundling, aggregation, digital product pricing policies. Technology standards, sponsored technologies. Industry infrastructures for e-commerce. Enabling technologies in business-to-business contexts. Web server and content management. Design issues. Hands-on with software development tools.

IDSC 6451, FUNDAMENTALS OF TELECOMMUNICATIONS (2 credits)

Layered protocols, protocol stacks. Optical fiber, modems, cable, DSL, TDM, frame relay, ATM, SONET, satellites, wireless. Signaling, multiplexing, circuit/packet switching, data linking and networking concepts, LANs/WANs. Business uses, management/administration issues. Public networks and carrier systems, telecommunications industry, convergence, regulation/standards.

IDSC 6452, INTERNET TECHNOLOGIES (2 credits)

Structure/organization/evolution of Internet. Standards, IP functions. ARP, DNS, DHCP, routers/protocols. TCP, UDP, multicasting. FTP, HTTP, SMTP, SNMP. HTTP 1.1, IPv6, MIME. Encryption, SSH, SSL, IPsec. Intranets, extranets. Public key infrastructures, certification hierarchies. Products/technologies that support information systems/ecommerce.

IDSC 6461, DATA WAREHOUSING (2 credits)

Role of data warehouses in supporting decision making in organizations. Differences from traditional databases, extracting/cleansing data, integrating external data sources, building a historical database. Dimensional analysis, multidimensional modeling. On-line analytical processing.

IDSC 6471, KNOWLEDGE MANAGEMENT (2 credits)

Design, evaluation, use of knowledge in organizations. Leveraging knowledge in workers, structures, processes. Assessment of knowledge needs. Evaluation of key decision processes, information demands, usage patterns, content requirements. Behavioral/cultural barriers. Use of technology for knowledge management.

IDSC 6481, MANAGERIAL DECISION MAKING (2 credits)

Frameworks for making decisions as a manager, knowledge worker, or individual. How policies are adopted. Poor decision making. Learning from mistakes. Bounded rationality, system thinking, concepts of learning.

IDSC 6490, ADVANCED TOPICS IN MIS (2 credits)

Discussion/analysis of topics/developments in managing information systems.

IDSC 6491, INDEPENDENT STUDY IN INFORMATION SYSTEMS (1-4 credits)

INTERNATIONAL BUSINESS

IBUS 5110, COSTA RICA SEMINAR: BUSINESS AND THE ENVIRONMENT, LESSONS FROM CENTRAL

AMERICA (4 credits)

How businesses can maintain/increase profits by taking care of environment. Sustainable development, environmental strategy. Students spend fall term developing a basic knowledge of Central American history, economy, and culture. During winter break, they travel to Costa Rica to join students from INCAE (partner school) for series of courses. Case studies, site visits, field trips. Taught in English.

IBUS 5120, INTERNATIONAL BUSINESS: VIENNA SEMINAR (4 credits)

Rapidly changing business environment of Central/Eastern Europe. Students work in teams with students from Europe's largest business school (WU-Vienna) for two weeks in May/June in Central/Eastern Europe. For more information, contact Carlson International Programs.

IBUS 5130, INTERNATIONAL BUSINESS: LYON SUMMER PROGRAM (6 credits)

Impact of European Union on international business environment. Four-week study abroad program at Universite Jean-Moulin Lyon 3 in Lyon, France. Comparative perspective on U.S. and European business practices. Includes travel to Geneva, Switzerland to visit the United Nations and World Trade Organization. For more information, contact Carlson International Programs.

IBUS 5140, INTERNATIONAL BUSINESS: VIENNA SUMMER PROGRAM (6 credits)

Four-week study abroad program at Europe's largest business school (WU-Vienna). Students take three business classes, plus German language. The learning environment is dynamic with program participants from Europe, Asia, Latin America and the U.S. For more information, contact Carlson International Programs, ip@csom.umn.edu, 612- 624-4334.

IBUS 6315, THE ETHICAL ENVIRONMENT OF INTERNATIONAL BUSINESS (3 credits)

Current international business ethics. Students spend 11 days in Brussels and London meeting with leaders of multinational firms, governmental agencies, and NGOs. Ethical challenges faced by individuals/organizations in era of globalization. Taught in English.

MANAGEMENT

MGMT 5019, BUSINESS, NATURAL ENVIRONMENT, AND GLOBAL ECONOMY (2 credits)

Resource deployment policies that affect the natural environment. Sustainability. Local/global environmental threats, how government policies address these issues. Business strategies/practices that produce "win-win" outcome.

MGMT 6004, NEGOTIATION STRATEGIES (2 credits)

Art/science of securing agreements between two or more parties who are interdependent and seek to maximize their own outcomes. Individual, group, organizational behavior. Theory/process of negotiations applied to problems faced by managers/professionals.

MGMT 6020, BUSINESS FORMATION (4 credits)

From concept development through startup. Concept, plan, forecast, budget. Resource markets/assembly. Cases, exercises, projects, guest speakers.

MGMT 6031, INDUSTRY ANALYSIS AND COMPETITIVE STRATEGY (4 credits)

Processes by which competing firms in an industry strive to maximize long-term returns in face of competition, uncertainty, changing market/technological conditions. Resource commitments to gain sustainable advantage over rival firms. Choices to leverage resources in different contexts.

MGMT 6032, STRATEGIC ALLIANCES (2 credits)

How inter-/intra-alliance rivalry influences global competitive landscape. How interplay of competitive/cooperative arrangements among firms invigorate intellectual/operational tasks. Designing/managing international strategy, organizational structure, and alliances.

MGMT 6033, MANAGING THE STRATEGY PROCESS (2 credits)

How successful strategy is shaped/implemented throughout organization. Leadership challenge of continually renewing strategy and leading change to meet competitive challenges.

MGMT 6034, STRATEGIC LEADERSHIP (2 credits)

Role of leadership in making strategy a reality while maintaining learning/adaptive organization that is capable of meeting competitive challenges. Students prepare project set in an organization to which they have or can arrange access. Advanced materials, complex cases.

MGMT 6035, COMPLEX AND CROSS-CULTURAL NEGOTIATIONS (2 credits)

Negotiations and partnering skills to enable alliances to work effectively. Taught through experiential methods, including complex cross-cultural simulation.

MGMT 6040, GLOBALIZATION, TECHNOLOGY, AND INTERNATIONAL MANAGEMENT (2 credits)

Dealing enormous complexity in competitive environment, in strategy, and in organizations. Focuses on

strategic/organizational issues in managing across borders.

MGMT 6050, MANAGEMENT OF INNOVATION AND CHANGE (2 credits)

How organizations innovate/change. Focuses on innovation in wide variety of new technologies, products, programs, and services. What paths likely to lead to success/failure.

MGMT 6051, MANAGING ORGANIZATIONAL INNOVATION AND CHANGE (2 credits)

How innovation typically unfolds in wide variety of new technologies, products, programs, and services. What paths are likely to lead to success/failure. Diagnostic skills/principles.

MGMT 6070, STRATEGIES FOR E-BUSINESS (2 credits)

Evaluating short/long term competitive effects of e-business models using frameworks drawn from strategy, information economics. Strategies to establish, grow, manage e-business. Evaluating strategies of different firms. Lectures, cases, hands-on learning from Web. Grade based on written analyses of two cases, class participation, group project evaluating an existing or new e-business idea.

MGMT 6084, MANAGEMENT OF GROUPS (2 credits)

Factors that influence performance, well-being of groups in organizations. Group dynamics, norms, culture, structure, leadership, decision-making, problem-solving. Managing dynamics, learning, performance, and creativity of groups. Intergroup relations, incentives, effect of the environment on group performance.

MGMT 6110, MANAGING PEOPLE AND ORGANIZATIONS (2 credits)

Behavioral science theory of employee behavior in organizations. Theory applied to practical situations. Motivation, cultural differences in management, ethical dilemmas, decision-making, leadership, timing.

MGMT 6305, THE INTERNATIONAL ENVIRONMENT OF BUSINESS (2 credits)

Introduction to international trade/finance theory, political economy of international trade policy, institutional governance of international trade/monetary policy, differences in political-economic/sociocultural systems, implications for managerial decision-making.

MBA ELECTIVES

MBA 5500, STRATEGIC MANAGERIAL COMMUNICATION (4 credits)

Theories of persuasion, motivation, and credibility translated into communication strategies. Students practice communication skills for corporate workplace. Cooperative/accelerative learning techniques.

MBA 5510, PERSUASIVE WRITING IN BUSINESS (2 credits)

Writing to motivate/affect change. Form and content. Techniques of persuasion. Producing polished text. Writing with power.

MBA 5520, PERSUASIVE WRITING IN BUSINESS: NON-NATIVE SPEAKERS OF ENGLISH (2 credits)

Prepares non-native speakers of English for writing tasks in MBA program and in business settings. Emphasizes writing to motivate/affect change. Form/content, techniques of persuasion. Producing polished text. Writing with power.

MBA 5530, STRATEGIES AND SKILLS FOR MANAGERIAL PRESENTATIONS (2 credits)

Delivering key messages with clarity/confidence, regardless of audience or setting. Maximizing impact as a speaker, seated/standing. Understanding personal communication style and audience and tailoring message accordingly. Handling questions/answers. Using audio/visual tools. Presenting as a team.

MBA 5590, MANAGERIAL COMMUNICATION FOR HR PROFESSIONALS (2 credits)

Business writing, speaking, meeting management. Audience analysis, how different audiences process/perceive messages. Tailoring messages to audience. Memo writing, presentation speaking. Performance coaching, revisions, dress rehearsals. International communication, collaborative writing, communication ethics.

MARKETING

MKTG 6020, ADVANCED LOGISTICS AND SUPPLY CHAIN MANAGEMENT (2 credits)

Analyzes flow of physical product through channels of distribution. Linkages between process of controlling physical flows, major functions of firm (e.g., finance, marketing, operations). Managing logistical interactions between firms to develop integrative supply chain management strategy. Simulation exercise.

MKTG 6051, MARKETING RESEARCH (4 credits)

Methods for collecting/analyzing data to solve marketing problems. Survey research techniques. Research design, secondary/primary data collection, sample design, data analysis. Application of techniques to marketing problems, marketing research projects.

MKTG 6055, BUYER BEHAVIOR (4 credits)

Application of behavioral sciences to understanding buyer behavior. Perceptions, memory, affect, learning, persuasion, motivation, behavioral decision theory, social/cultural influences, managerial implications. Emphasizes class discussion.

MKTG 6060, DISTRIBUTION AND SUPPLY CHAIN SYSTEMS (4 credits)

Interrelationships between marketing institutions, their formation into channels of distribution. Interorganizational problems, design/management of distribution channels. Supply chain strategies as means of achieving competitive advantage.

MKTG 6065, STRATEGIC SUPPLY CHAIN MANAGEMENT (2 credits)

Internal/inter-organizational design, strategic sourcing, alliances/partnerships, impact of technology on supply chain effectiveness. Managing flows, creating/sharing customer value, measuring competitive impact from supply chain excellence.

MKTG 6072, INTERNATIONAL MARKETING (2 credits)

Managing international marketing functions. Identifying marketing-based international business opportunities. Cultural factors in buyer behavior. Constructing/evaluating global/culturally adjusted marketing strategies.

MKTG 6073, TECHNOLOGY MARKETING (4 credits)

Frameworks for marketing in high-tech contexts. Technology adoption, product development, life cycles, networks/standards, organizations, alliances, acquisitions, market entry.

MKTG 6075, PRICING STRATEGY (4 credits)

Framework for assessing pricing decisions. Pricing in business-to-business markets, consumer goods markets, services, and not-for-profit companies.

MKTG 6078, INTEGRATED MARKETING COMMUNICATIONS (4 credits)

Managing communication. Advertising, sales promotion, public relations, direct marketing. Setting communications objectives/budgets, media selection, creative strategy, sales promotion techniques.

MKTG 6080, INTERNET MARKETING (2 credits)

Concepts, processes, decisions associated with marketing through the Internet. Emphasizes profitability. Customer persuasion, building a customer base digitally, pricing, customer retention, channel/distribution issues.

MKTG 6082, BRAND MANAGEMENT (2 credits)

Management of brands and brand equity in modern business enterprises. Measuring brand equity, building brand equity, leveraging brand equity through brand extensions and alliances. Lectures, case studies, group brand projects.

MKTG 6088, STRATEGIC MARKETING (2 credits)

Determining product-markets where organization should compete. Sustainable competitive advantage. Matching marketing strategy with environment. Coordinating marketing, other business functions. Organizing marketing function/management.

MKTG 6090, MARKETING TOPICS (2-4 credits)

Selected topics and problems of current interest and of a varied nature considered in depth.

OPERATIONS AND MANAGEMENT SCIENCE

OMS 5170, SIMULATION MODELING AND ANALYSIS (4 credits)

Techniques and application of computer simulation modeling and analysis. Includes animations of existing or proposed real-world facilities and processes. Experiments in simulation programming language and environment. Simulation models and animations demonstrating actual operation of models. Planning, analysis, and interpretation of simulation experiment results.

OMS 6041, PROJECT MANAGEMENT (2 credits)

Project management in manufacturing/service organizations. Concepts/techniques for planning, execution, and control of projects. Resource planning, budgeting, scheduling. Project management software packages. Managerial/technical aspects.

OMS 6051, SERVICE MANAGEMENT (2 credits)

Service management from cross-disciplinary point of view. Defining service package, designing delivery system, dealing with service encounters, improving quality, managing capacity, implementing yield management systems.

OMS 6056, MANAGING SUPPLY CHAIN OPERATIONS (4 credits)

Decisions/tradeoffs managers face when directing operations of supply chain. How supply chain operations are run within manufacturing, distribution, and retail organizations. How functions are coordinated at supply chain.

OMS 6057, TECHNOLOGICAL COMPETITIVENESS (4 credits)

Strategic role of technology to enhance competitiveness of manufacturing/service firms and their supply chains. Technology acquisition/implementation issues internal/external to firm. Product/process technologies, concepts/techniques for managing technology.

OMS 6059, QUALITY MANAGEMENT AND SIX SIGMA (4 credits)

Management/technical aspects of quality improvement. Organizational performance and financial measures as they relate to process improvement. Strategy, improvement tools/methods.

OMS 6071, OPERATIONS MANAGEMENT FOR E-BUSINESS (2 credits)

Introduction to conceptual frameworks, analytical tools for building/managing operations of e-businesses. Designing, delivering, matching e-products/processes. Measuring/designing quality/flexibility. Designing/managing e-supply chains, supply chain technologies. Managing start-up/scale-up of e-operations. Lectures, case studies, Web-based exercises.

OMS 6081, OPERATIONS STRATEGY (2 credits)

Addresses formulation and implementation of operations strategy as part of overall business strategy. Includes managing operations for competitive advantage in various contexts and integration of operations strategy with other functional areas of business. Studies and develops operations strategy for service and manufacturing firms for process focus, speed, flexibility and environmental challenges. For additional information on instructors, course content, syllabi, etc., please contact the designated department listed below.

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