

Master of Business Administration Course Descriptions

Core Course

4 credits each

MG 5110 Organizational Management and Leadership

This course combines theory and practice by encouraging students to learn traditional and contemporary leadership theories and apply them to the analysis of the behavior of leaders, colleagues, and subordinates. Through a variety of readings, cases, and exercises, students will examine numerous effective leadership models. Topics include the evolution of leadership; the leadership roles of strategy, vision and transformational change; the development of leaders; the leadership responsibilities of creating effective teams, organizations and cultures; the exploration of different leadership styles; and current popular approaches to leadership theory.

AC 5210 Managerial Accounting and Finance for Leaders

This course equips students to more effectively and ethically lead and influence in situations where financial issues play a key role. Students examine the economic concepts, accounting processes and financial tools used by leaders to assess conditions and take action to influence performance. This course serves as an introduction to the concepts and principles of financial management and managerial accounting and will cover financial terms, skills in financial planning, the management of working capital, budgeting, debt and equity financing, developing financial balance sheets and their relationship to leadership and the strategic decision making process. Student will explore the tools available to recognize organizational performance and capital management and its formation and relationship to the financial stability of the organization and decision making process.

MG 5620 Managerial Economics

This course will develop students' capacity to analyze the economic environment in which an organization operates, to understand the constraints this environment places on the organization's pursuit of its goals, how these constraints may change with time, and to apply economic reasoning to internal decision making. Students will examine a variety of issues including: activity based costing, cost estimation, relevant costs and pricing policies.

MG 6310 Financial Management

The goal of this course is to introduce financial decision-making and management techniques in a firm, including its

relationship to financial markets and institutions. Topics include: balance sheet analysis, capital budgeting, working capital management, capital structure of the enterprise, business valuation and managing risk.

MG 6410 Professional and Organizational Ethics

This course explores and analyzes the interrelationships among stakeholders in the healthcare industry. The moral implications of the healthcare organization and its decisions are explored with respect to their social effects, and the tension that exists between achieving desirable outcomes and attending to the means by which they are achieved. Topics include: theories of morality; analysis of ethical decision-making; interaction and conflicts among personal, professional, and organizational values; the effect of cultural diversity on individual and group values; current issues; and the impact of ethical considerations on healthcare organizations. Individual and collective choice, and how they figure in the management of competitive environments and the organization's position on contemporary moral issues will be explored.

MG 6610 Strategic Planning and Policy This course will examine the process of strategic planning. Organizations are undergoing a series of revolutionary changes, including vertical integration, horizontal consolidation, strategic alliances and joint ventures, entrepreneurial startups, and specialized niche networks. This course will critically examine changes and discuss the various strategic decisions and managerial skills needed to confront them in a variety of firms in organizations. The primary focus of the course is on the strategy of the business unit, which is the foundational level for competitive analysis, and an analysis of the issues central to the firm's short-term and long-term competitive success. Using a combination of case studies and industry field research, students will assume the roles of key decision-makers and/or advisors in analyzing these issues and offering recommendations for strategic change.

MG 6970 Capstone Project

This capstone experience requires students to integrate principles, theories, and methods learned in courses required through their program. Students creatively analyze, synthesize, and evaluate learned knowledge in the project having a professional focus and communicate the results of the project effectively at a professional level.

Digital & Social Media Specialty *4 credits each*

DSM 5130 Psychology of Social Media

The effectiveness of digital and social media depends on developing networks of meaning as well as markets, and in order to market products and services or influence opinions effectively, it is essential to get to know the audience first. By understanding the motivation and behavior of various publics, leaders can make effective decisions regarding products, price promotion and distribution, or messaging in order to improve communication campaigns and support the overall strategic planning of an organization. Topics such as the factors that influence consumer behavior, cultural influences, social stratification, motivation and personality, purchase behavior, and e-Consumer behavior will be examined in this course.

DSM 5310 Digital Marketing and Brand Development

This course is designed to help students enhance skills in market research and develop their knowledge of how to apply digital media such as the web, email, mobile applications, and social networking sites in order to market products and services, influence consumer or audience behavior, and cultivate constituent affinity and action.

DSM 6310 Trends in Digital and Social Media

This course examines the digital and social media technologies that drive much of our communication, entertainment, business, and social lives today, exploring both the uses of those technologies and the critical responses to them. Uses of digital and social media in business, advocacy, community/constituent development, and other professional communications contexts will be explored.

Health Informatics Specialty *4 credits each*

HIM 5110 Principles of Health Informatics

This course introduces the history and current status of information systems in health care, and introduces students to the study of information technology and information management concepts relevant to the delivery of high quality and cost-effective healthcare. Theoretical frameworks such as data management, decision support, strategic planning and implementation, change management, knowledge management and privacy and other ethical aspects of health informatics are included.

HIM 6000 Healthcare Technology and Systems

An in-depth study of the basic concepts surrounding clinical information systems, with emphasis on electronic health records - terminology and standards, clinical configuration, user interface design, computerized physician order entry, clinical decision support, and clinical reporting. The course then focuses on the practical application of these concepts, including implementation, clinical workflow, privacy and security, certification, medical device integration, and community health information exchange.

HIM 6020 Knowledge Management in Healthcare

This course explores the relationship between clinical data and clinical knowledge and how organizations develop and deploy them to support improvements in patient care and research. The course content includes topics such as available medical

data and how it should be accessed, analyzed, and organized to support evidence-based medicine and research. Throughout the course, students will analyze current and prospective approaches to clinical decision support and expert system development and how to deploy them via new or existing knowledge-management infrastructures.

Healthcare Management Specialty *4 credits each*

HCA/HIM 5110 Principles of Health Informatics

This course introduces the history and current status of information systems in health care, and introduces students to the study of information technology and information management concepts relevant to the delivery of high quality and cost-effective healthcare. Theoretical frameworks such as data management, decision support, strategic planning and implementation, change management, knowledge management and privacy and other ethical aspects of health informatics are included.

MG 6120 Quality and Lean for Healthcare

This course focuses on the tools and philosophies applied to create a total quality work environment. Emphasis on improving leadership capabilities, employee / team performance, The term "Lean manufacturing" is used to describe a business philosophy whose ultimate aim is to meet the needs of the customer by efficiently providing a defect-free product in a timely fashion through the elimination of waste. Waste is broadly defined and considered to be any activity, delay, or resource consumed that does not directly add value toward meeting the needs of a customer. Students will have opportunities to analyze and apply lean concepts and tools in a healthcare environment.

HCA 5990 Comparative Healthcare Systems

This course will cover the major models for provision and financing of health care used in America, with a couple of international cases for comparison. Students will learn to analyze the advantages and disadvantages of various ways of organizing and financing health care and to evaluate health policies according to a range of criteria for cost, quality and equity. The course will also examine a number of health care policy issues facing the United States such as rising health care costs, quality of health care services, financing of the health care system, adoption of new technologies, and the role of the public and private sectors in providing health care.

Non-profit Leadership Specialty *4 credits each*

MG 6620 Dynamics of Nonprofit Governance

This course examines the new trends and standards in the area of nonprofit governance. It is designed to explore policy issues associated with governance issues, as well as provide practical to those in nonprofit management. The structure of non-profits in relation to board composition and arrangement are examined. Topics include interactivity with the executive director and staff, board development, board management, committee operation and responsibility.

MG 6630 Strategic Fundraising

This course presents the techniques and strategies behind successful non-profit fundraising in the areas of planning, budgeting, control and other activities in the context of the

non-profit institution. Fundraising is more of an art rather than a science because fundraising is about people, personalities, and personal relationships. Topics include: identification and evaluation of potential donors, development of strategies, differentiating your organization, and developing a comprehensive plan.

MG 5990 Grant Writing and Contract Management

This course examines the use of contracts and grants in providing social services. Explores the theoretical background of government contracts and grants; the management of third-party services from the perspectives of government agencies, private sector contractors, and nonprofit organizations; and the skills needed to write effective grant and contract proposals.

Project Management Specialty *4 credits each*

MG 6110 Project Management

This course presents an overview of managing a project from start to finish, including planning, executing, monitoring, and controlling. Areas covered include project organizational structure, work breakdown structure, scheduling, budgeting, costing, resource allocation, and human resource dimensions such as staffing, negotiations, and conflict resolution throughout the project process.

MG 6820 Quality Analysis for Technology

The course focuses on the tools required to create a total quality work environment. Emphasis is on improving leadership abilities, employee involvement/teamwork, and initiating performance management techniques to measure progression. Troubleshooting techniques are discussed to assist when a team is at an impasse. In addition, quantifiable processes are introduced to measure performance viability of different processes through statistical quality controls including: ISO 9000, 9001, 9002 from a managerial perspective.

MG 6880 Supply Chain Management

This course examines the concept of logistics management from the perspective of competitive strategy, costs and performance, and benchmarking. The course will also discuss recent innovations in supply chain management, such as “just-in-time” and “quick response” methodologies. Strategic, tactical and operation decisions in supply chains will be examined as well as Internet-enabled supply chains including: customer relationship management ERP and supply chain automation and integration.

Sports & Recreation Management Specialty

4 credits each

SM 5750 Management and Practice in Sports and Recreation

This course examines effective management practices of sport and recreation; including facility and event management, organizational structure and governance, hiring practices, policy development, diversity, and financial principles. The main focus of these topics will be with regard to the profession of intercollegiate coaching and the practical application of the topics covered.

SM 6390 Current Issues in Sports and Recreation Management

This course is designed to present current issues in sport with intent to facilitate discussion and thinking about how organizations and leaders might respond to these issues. Course content will be presented with the intent of stimulating discussion. Critical thinking with regard to controversial subjects will be encouraged. Topics may include gender equity, substance abuse, racial equity, and sporting behavior of players and fans.

SM 6710 Legal Issues in Sport

This course explores relevant legal issues as they relate to amateur and professional sport, including tort law, contracts and statutory law. Additionally, as leaders in sport are asked to make ethical decisions, this course will examine ethical decision making and the influence of relevant stakeholders on the decision process.

Strategic Leadership Specialty *4 credits each*

MG 5410 Organizational Communication, Negotiation & Conflict Resolution

This course explores the psychological contract between leader and follower that take any of many forms between two people or between the leader and small groups. Students study group formation and group development as well as the intricacies of coaching, mentoring, conflict resolution and mentoring. Students study organizational behavior and explore how these concepts affect leadership effectiveness. Students will examine organizational communication including formal and informal communication, as well as the relationship of communication to organizational satisfaction and effectiveness. Topics include: preparing for a negotiation, understanding individual preferences, identifying ethical and cross-cultural issues that might arise, and when and what kind of outside resources may be and assess the importance of coaching and open communication when inspiring individuals to overcome barriers to peak performance.

MG 6110 Project Management

This course presents an overview of managing a project from start to finish, including planning, executing, monitoring, and controlling. Areas covered include project organizational structure, work breakdown structure, scheduling, budgeting, costing, resource allocation, and human resource dimensions such as staffing, negotiations, and conflict resolution throughout the project process.