

# BUSINESS-MBA GRAD (MBA)

## **MBA 500. Managerial Economics & Econometrics. (3 Credits)**

This course provides a clear and balanced presentation of relevant economic practices, analytics, theories and concepts. The focus of this course will be on the application of modeling and predictive analytics, relevant theories and the tools of analysis in the decision-making sciences to examine how managers make optimal economic choices in the face of constrained resources. The course should be thought of as applied analytical economics, emphasizing those topics of the greatest interest and importance to decision-making managers and economists, including demand, production, cost, pricing, market structure and government regulations.

Prerequisite: MBA 534.

## **MBA 502. Publicity and Public Relations. (3 Credits)**

This course examines the techniques and strategies used to gain public support for an individual or organization. How spokespersons are selected and used to project policy are examined along with the use of techniques, such as interview and speech opportunities. A special emphasis is placed on integrating strategies and tools used by professionals to market a product or idea, increase sales, or change an organization's positioning or reputation. Campaigns are analyzed through a management approach that stresses strategic planning and implementation techniques.

## **MBA 503. Ethics and Organizational Leadership. (3 Credits)**

This course presents both contemporary business issues facing managers and behavior science concepts and theories. Emphasis will be on developing theoretical skills for analyzing ethical issues, understanding organizations, competing claims, and formulating sound well-grounded policies. Also covered will be development of an understanding of how society develops and changes ethical norms; and how leadership plays a role both from an individual, group, and organizational perspective.

## **MBA 505. Graduate School Success. (3 Credits)**

This course is designed to ensure that the student has the necessary foundation in academic writing and research skills to be successful in completing the expectations of the graduate program. Course work will position incoming students to understand the Concordia University graduate learning environment, learn to conduct research, and write for the academic community.

## **MBA 510. Applied Statistics. (3 Credits)**

This course studies statistical methods used in business decision-making, including the use of both descriptive and inferential techniques, probability, regression, and research study designs. Application and integration of statistical methods in business-related fields is emphasized along with the use of computer analysis. Undergraduate statistics prerequisite required.

Prerequisite: (minimum score of 00 in 'Undergrad Statistics Course').

## **MBA 511. Digital & Social Media Marketing Strategies. (3 Credits)**

This course is designed to help the student understand the social media and digital revolution; the concepts, tools and applications. This course will provide students with the practical knowledge and insights needed to successfully plan, implement, manage, and measure digital and social media marketing efforts.

## **MBA 512. Nonprofit Fundraising and Grant Writing. (3 Credits)**

Students will explore and learn to apply the most current best practices in the area of fundraising and grant writing for nonprofit organizations. Given the vital nature of fundraising and grant writing for almost all nonprofits, this course will provide the tools necessary for success in this field. All major and current aspects of fund development will be covered, with special emphasis given to the development of the case of mission support. Students will learn to approach fundraising from an ethical perspective consistent with Christian values and integrity. Upon successful completion of this course the student will be well equipped for entry into a career as a fundraising professional.

## **MBA 513. Business Foundations for Administrative Professions. (3 Credits)**

This course covers the four prerequisite requirements to enter the MBA program. It can also be taken by any student who would like a refresher of fundamental business principles. This course provides an integration of management, accounting, finance, and business statistics foundations to help prepare students for the rigors of the MBA program.

## **MBA 518. Artificial Intelligence in Business. (3 Credits)**

This course will introduce the building blocks/concepts of artificial intelligence, machine learning, and deep learning. Students will understand the impact of artificial intelligence in various businesses and learn how organizations leverage artificial intelligence in their business solutions. Students will apply various techniques and tools related to AI solutions.

## **MBA 519. Ethical Leadership for Dynamic Organizations. (3 Credits)**

Take an intensive journey and gain a deep sense of virtuous behavior that creates and deploys people-focused organizations for the betterment of society. This course will analyze foundational ethic principles that can ignite organizational growth.

## **MBA 520. Management Information Systems. (3 Credits)**

This course introduces students to managing the use of technology and information systems that effectively support organizations and allow them to meet their goals. Fundamental concepts of information systems and their underlying technology are presented in the framework of tools for personal and managerial problem solving.

## **MBA 522. Data Communications and Networking. (3 Credits)**

This course presents the fundamentals of data communications including communication media and equipment, protocols, network architectures, network hardware, and network software. The Internet is discussed in detail, along with local/hybrid/cloud and software defined WAN. Network management objectives and techniques are presented.

## **MBA 524. Systems Analysis and Design. (3 Credits)**

This course presents a short overview of information systems followed by a comprehensive treatment of modern techniques of systems analysis and design. Each of the five steps in the Systems Development Life Cycle (SDLC) is discussed in detail. A variety of case studies are considered and tools for systems analysis and design are presented. Extensive use is made of pertinent web sites.

## **MBA 527. Project Management. (3 Credits)**

This course presents project management from a practical point of view. The course focuses on the technical aspects of project management that are directly related to practice. Numerous career examples are considered to help explain how to apply proven project management tools in different disciplines. Students will actively use techniques to manage a group project and focus on each stage of a project's life cycle. Software tools for project design and management are also presented and used.

**MBA 530. Corporate Finance. (3 Credits)**

This course is a study of the function of finance and the flow of funds within the corporation. This course emphasizes financial analysis, decision-making, planning and controlling, capital acquisition and use, and strategic planning. This is a 3-credit course. It is required that students have had an undergraduate finance class or equivalent prior to attempting this class. This course focuses on three competencies within the MBA program: numeracy, decision-making, and communication. The financial and calculatory elements represent numeracy. This skill is then used to improve the decision-making ability of the financial manager. The decisions are then communicated, in this class, in written format to the end user (board, shareholders, and other stakeholders). It is also expected that financial practitioners will make decisions based upon ethical practices, therefore, ethical and spiritual development is also involved.

Prerequisite: (minimum score of 00 in 'Undergrad Finance Course').

**MBA 533. IT Governance and Cybersecurity. (3 Credits)**

Course covers current topics in cybersecurity, including security culture, physical and digital attack vectors, and IT governance frameworks. This course also provides introductory coverage of many of the topics in the CISSP certification path, such as security and risk management, security architecture and engineering, communications and network security, identity and access management, security assessment and testing, and security operations.

**MBA 534. Mastering Analytics and Decision Making. (3 Credits)**

In this course, students will learn how to use statistics for practical business applications and apply the bulletproof problem-solving approach to business challenges. Students will be able to tell a story with data and interpret and present Tableau visualizations.

Prerequisite: MBA 519.

**MBA 535. Global Production and Operations. (3 Credits)**

This course is a study of production and operations as directly linked to global supply chain management. Topics included address operations and supply chain resilience, quality management systems and metrics, understanding, analysis, and mitigation of risk, anticipating and planning for environmental conditions, handling disruptions, and sustainability. As part of this course, tools such as the failure modes and effects analysis, risk matrix, and process capability will be covered.

**MBA 537. Managerial Communication. (3 Credits)**

This course presents major approaches to management, focusing on theories of employee motivation, morale, resource management, communication network, upward and downward messages, and superior-subordinate relationships. Diagnostic instruments are utilized in analyses and evaluation of managerial communication, identifying strengths and limitations. The focus is on setting behavioral goals for improving communication skills.

**MBA 538. Public Speaking: Professional Reports & Presentations. (3 Credits)**

This course addresses the development of proficiency in organizing, researching, structuring, editing, and presenting oral presentations. It covers a diverse range of topics from delivery, visual aids, nonverbal communication, and voice, to argumentation, evidence and emotional appeal.

**MBA 540. Accounting and Financial Analysis for Decision Making. (3 Credits)**

This course is the study of the interpretation and use of Accounting reports in decision making. Topics covered include financial statements, forecasting of financial performance/budgeting, cost-profit relationships, break-even analysis, and management planning and control. Undergraduate accounting prerequisite required.

Prerequisite: (minimum score of 00 in 'Undergrad Accounting Course').

**MBA 542. Introduction to Six Sigma. (3 Credits)**

This course introduces a method that organizes an operational improvement project into five components: define, measure, analyze, implement and control (DMAIC). Similar to a scientific research project, students will learn the Six Sigma process and how to use measures and statistics to make the right decisions to improve the effectiveness of organizational operations. This is an "application project course" and the project will be the most significant mediator of success and the final grade.

**MBA 543. Introduction to Lean. (3 Credits)**

This course introduces a series of concepts and practices directed toward improving customer value and reducing waste. Lean means creating more value to the customer with fewer resources. The course will focus on how to systematically expose unneeded processes, materials, and effort to make operations processes more effective and customer focused.

**MBA 544. People-Focused Management. (3 Credits)**

Discover how to create people-focused organizations that achieve growth, build brands and generate exceptional experiences for employees and customers. This course will provide initiatives and tools for motivating organizations to maximize the triple bottom line: people, profit and planet.

Prerequisite: MBA 519.

**MBA 545. MBA Internship / Intraship. (1-3 Credits)**

The internship experience provides the student with a practical application experience that cannot be duplicated in the classroom. Curricular emphasis is placed on student use of learned skills and exposure to hands-on business techniques. Students must work in an approved business site for a minimum of 120 hours to practice skills discussed in other MBA classes. All sites are to be approved by the MBA internship instructor. International students must have their I-20s signed by the school's designated school official before they begin this experience.

**MBA 546. Special Topics: Business & Industry. (3 Credits)**

This course covers a wide range of emerging and existing topics and is designed to be flexible as to capture commercial and industrial innovation as they develop. One such example is water. By collaborating with the 123 organizations in SE Wisconsin that are in water as well as the Water Council, Water Institute and the New School of Fresh Water Sciences, we can prepare students for employment in specialty sectors. Another example is energy but, specific to employment in the SE Wisconsin's industrial and commercial energy sector.

**MBA 550. Strategic Marketing. (3 Credits)**

This course is a study of the planning, implementation and control of the marketing function. Topics covered include: market segmentation, use of marketing research in decision-making, use of media and promotion, budgeting, and marketing program evaluation.

**MBA 554. Advertising & Integrated Marketing Communication. (3 Credits)**

This course is the study of advertising in a context of marketing communication and integrated marketing. It covers all forms of promotion which exist to inform and persuade the diverse and fragmented audiences that seek goods, services and ideas. The course places the advertising function within a marketing framework while recognizing that advertising is both an art and a science.

Prerequisite: MBA 550.

**MBA 560. International Business. (3 Credits)**

This course is the study of business with an international context, with special attention paid to the problems peculiar to international business, as well as current trends, such as globalization, cultural environments, foreign exchange markets, and managing international operations.

**MBA 562. Financial Analyses to Drive Business Growth. (3 Credits)**

Learn accounting and financial insight to drive business decisions that result in profitable and sustainable growth for an organization. Students will interpret financial reports, evaluate investments and understand the implications of financing strategies.

Prerequisite: MBA 519.

**MBA 565. Supply Chain Management. (3 Credits)**

This course is the study of the integration of organizational strategies, policies, and programs across organizations— both the parent organization, supplier organizations, and sub-supplier organizations. Students in this course will examine supply chain management in both a domestic and global environment.

**MBA 568. Study Abroad. (3 Credits)**

This course allows students to travel abroad to experience business and cultures other than that available in the United States. Students will be immersed in an environment that will allow improved cultural awareness, communication skills and tactile learning. Special International Student Information: This class is available only to students for opportunities outside the home country of the international student.

**MBA 569. Management Science and Analytics. (3 Credits)**

This course introduces techniques and methods used in business management to analyze and solve business problems. The course will also explore the reasoning behind the use of management science techniques. We will explore various practices from the field of management science that can be applied in spreadsheet models to help in the decision-analysis and decision making process. The course will also present techniques to assist managers with planning, organizing, leading and controlling projects.

Prerequisite: minimum score of 00 in 'Undergrad Management Course'.

**MBA 570. Legal Aspects of Business. (3 Credits)**

This course encompasses both the study of the contemporary legal issues facing managers and the development of practical skills for analyzing decision-making from legal and ethical standpoints. Issues will be studied from the position of managerial decision-making with an emphasis on the establishment of well-grounded policies intended to prevent and resolve disputes.

**MBA 575. Business Ethics. (3 Credits)**

Take an intensive journey and gain a deep sense of virtuous behavior that creates and deploys people-focused organizations for the betterment of society. This course will analyze foundational ethic principles that can ignite organizational growth.

**MBA 576. Fraud Management. (3 Credits)**

This course is designed to provide students with a basic understanding of the principles of occupational fraud, emphasizing circumstances with which any management team may ultimately be confronted. The course covers fraud in the areas of skimming, cash larceny, check fraud; register schemes, and misappropriation of cash and assets. A brief overview of corruption and interviewing of employees when a fraud is suspected is also included.

**MBA 578. Marketing Research and Intelligence. (3 Credits)**

The purpose of this class is to understand market research concepts, methodologies, segmentation, sampling, interpretation and analysis of data, questionnaire writing and design, and how to present findings in a manner that benefit an organization and aid in strategic decisions.

Research trends and ethics within market research will also be covered. The class will culminate in a final project and presentation.

**MBA 579. Strategic Innovation. (3 Credits)**

This course is designed to introduce students to the practices necessary to stimulate and manage innovation in an organization. Students are given frameworks and methods for designing, developing, and implementing innovation in real work situations. The aim of the course is to provide the learner with the perspective and skill base necessary to lead innovation-focused projects, people, and ventures. How to create an organizational culture for innovation and commensurate competencies will also be introduced. This course will emphasize how innovation tools and methods can be successfully employed in real work situations. Each module is designed to engage in a conceptual and experiential application of innovation practices.

**MBA 580. Leadership and Organizational Behavior. (3 Credits)**

This course increases one's effectiveness and skills in analyzing and understanding organizations and their attendant processes. Behavioral science concepts and theories are studied. Individual, group, and structural behavior and concepts are presented. A special emphasis on leadership is provided.

Prerequisite: (minimum score of 00 in 'Undergrad Management Course').

**MBA 581. Business Coaching. (3 Credits)**

This course takes a practical Coaching approach to exploring the student's lifelong learning mindset toward professional development while discovering personal and professional strengths that can impact business interactions, behavior, and decisions. No matter where a student is in their learning journey or professional career, this course is designed to invite self-discovery and appreciative inquiry to forefront. Students will assess goals and strategies for upskilling, enhanced performance management, and career advancement.

**MBA 582. Training and Development. (3 Credits)**

This course provides an in-depth examination of the training and development practices that support organizational growth and employee career advancement. Aligned with SHRM (Society for Human Resource Management) guidelines, students will explore the needs assessment process, the design and implementation of training programs, and the evaluation of training effectiveness. The course also examines traditional and technology-based training programs, as well as social responsibility issues related to legal compliance, managing diversity, and career development. Future trends and developments in the training and development field are also discussed. Throughout the course, students will have the opportunity to apply course concepts and theories to real-world situations through case studies, simulations, and other experiential/application-based learning activities.

**MBA 583. Risk Management. (3 Credits)**

This course is aligned with SHRM (Society for Human Resource Management) guidelines regarding risk management in human resources. Topics covered include: disaster preparation, business continuity, and recover planning, financial implications of managing risk, human resource audits, and legal compliance.

**MBA 587. Industry Leaders Seminar Series. (3 Credits)**

This course introduces the graduate student to best practices in business administration from the perspective of organizational leaders who give guest lectures for the students. Students get exposed to the culture, business and technical aspects of various industry types, and hone their professional networking skills. Series delivered over two semesters and combines on-campus and online components.

**MBA 589. Service Learning. (3 Credits)**

Students will explore how they can best use their God-given talents in service to Christ in the Church and in the world through participating in readings, discussions, weekly reflections, and volunteer activities. Students will volunteer 15 hours of their time at an organization of their choosing. By the end of this course, students will understand what it means to "Live Uncommon" and be ready to apply these principles as Christian business leaders.

**MBA 590. Strategic Management. (3 Credits)**

This is a course incorporating utilization of a textbook, Capstone Foundation simulation, and other resources such as Internet and workplace materials.

**MBA 603. Human Capital Analytics. (3 Credits)**

This course covers the forms, types, applications, interpretations, and capabilities of human capital analytics. Students will learn to ask insightful questions, understand key terms, and intelligently apply data. This course provides a practical approach to using data to solve human resource challenges and presenting data through visualization and storytelling.

**MBA 610. Issues in Human Resource Management. (3 Credits)**

Explore Human Resource Management and Development concepts that impact employee productivity and organizational effectiveness. Discover current methods and practical business applications that lead to employee engagement and retention by examining employee approaches that can unleash human expertise at the individual, group, and organizational levels.

**MBA 613. Human Resource Management and Administration. (3 Credits)**

This course examines the issues surrounding the employment and the managing of human resources in the public sector. This course will introduce the student to the progression of public personnel management. The course will examine the continuous changes in public personnel practices and the impact on government operations and programs.

**MBA 620. Economics and Public Policy of Health Care. (3 Credits)**

This course is a study of the demand for health care compared to the supply of providers of health care services. Consideration is given to an economic analysis of health care policies with emphasis on the ethical implications of policy decisions.

**MBA 621. Financial Institutions Management. (3 Credits)**

This course provides an understanding of the financial services industry with a focus on measuring and managing risks. It is designed for the practical application of measurement and management techniques, thus complex formula-driven techniques will be reviewed in concept.

**MBA 622. Risk Management and Insurance. (3 Credits)**

This course is an introduction to the tools of insurance and risk management. Property, life, health and liability insurance will be discussed. Students desiring a more in-depth evaluation of the subject should also consider MBA 624 Health, Life and Social Insurance.

**MBA 625. Securities Analysis. (3 Credits)**

This course is the study of investment choices and the analysis of each for the investment decision. Stocks, bonds, derivatives, and mutual funds are all examined. Understanding the characteristics of securities and how to evaluate those using financial spreadsheets and internet applications toward making a capital decision is emphasized.

**MBA 629. International Finance. (3 Credits)**

This course presents the study of financial management in the global market-place. Topics will include foreign exchange, decisions relating to capital budgeting in relation to the flow of funds, and the investment alternatives for management and investors. The course also covers causes for foreign direct investment, international trade and balance of payments, foreign exchange and exchange risk management, and international capital budgeting. It provides a conceptual framework within which the key financial decisions of the multinational firm can be analyzed.

**MBA 630. Ethics & Leadership in HC. (3 Credits)**

This course provides an introductory insight into medical ethics. It allows the student to explore different beliefs and theories that are necessary to make informed decisions.

**MBA 635. Healthcare Transformation & Leadership. (3 Credits)**

This course covers five areas of healthcare leadership; including leadership in healthcare, leadership skills, organizational culture building, leading people, and health care delivery.

**MBA 636. Healthcare Quality and Legal Regulation. (3 Credits)**

Healthcare Quality and Legal Regulation examines the legal aspects of health care administration and provides a strong foundation in health law and ethics including liability and contract law related to health care; licensing, staff privileges, and peer review; informed consent, patient rights and privacy; anti-kickback and fraud regulations; malpractice risk and insurance; and human resources functions related to health care.

**MBA 637. Innovation in Global Health. (3 Credits)**

A comprehensive overview of healthcare access and delivery in 11 developing and industrialized countries. An integrated approach and synthesis-based organizational framework is explored to develop leadership strategies for analysis and envision creative solutions to current healthcare crises.

**MBA 638. Healthcare Strategy & Operations Management. (3 Credits)**

Focuses on principles of strategic management and competitive analysis to support strategy development for health care organizations. Provides an understanding of how current business and management knowledge is applied to health care organizations to promote future success and competitive advantage.

**MBA 641. Global Perspectives of Sport and Entertainment Management. (3 Credits)**

The purpose of this course is to create an awareness and understanding of the issues prevalent in the sport/entertainment business industry today while providing various perspectives and developing possible solutions. Sport/entertainment contemporary business issues will be studied and are intended to evoke critical discussions relative to the nuances of this vastly growing global industry. Specific functions of management such as decision making, conflict resolution, and compliance within the realm of the sport/entertainment industry will be discussed and debated. The course will emphasize the impact of international marketing and branding, societal implications, import/export strategies, considerations of host city bid process, and the globalization of sport/entertainment properties.

**MBA 642. Contemporary Principles of Hospitality and Event Management. (3 Credits)**

This course focuses on the applications of industry knowledge and introduces students to the fundamentals and best practices of hospitality and event management. Students will be exposed to current industry policy, procedure, and standards through relevant, up to date resources and materials. This class provides students with an in-depth look at the challenges and opportunities that are routinely faced by a manager in the context of events at entertainment, sport and event facilities.

**MBA 644. Integrated Marketing and Brand Activation. (3 Credits)**

This course includes an in-depth study of sport/entertainment marketing, brand activation strategies, and the influence they have in accomplishing objectives in today's global marketplace. It involves a thorough review of the product, be it a good or a service, and details industry practices for developing, implementing and evaluating marketing and/or branded collaterals. Specific study will be placed on consumer/fan perceptions, consumer engagement strategies, return on investment, pricing, product placement, and building consumer relations and brand equity.

**MBA 645. Sponsorship, Sales, and Fundraising Strategies. (3 Credits)**

This course delves into to the specific function/role of sales, sponsorship, and fundraising (cause marketing) in the sport, entertainment, hospitality, and event industry sectors. Topics such as inside/group/suite sales, sponsorship sales, sponsorship/partnership management, pricing strategies, value proposition, etc. will be discussed in this course. Students will participate in simulated course projects and experiential learning activities regarding the management of the sport, entertainment and hospitality industries.

**MBA 648. Consumer Behavior. (3 Credits)**

This course explores how and why consumers behave as they do. Students will analyze the external and internal influences that affect consumer purchase behavior, investigate how these are filtered through a consumer's core identity and sense of self, and will try to understand and parse out all the variables that can change a purchase decision. Students will use these learnings to create a final project that attempts to reposition and increase sales for a well-known American brand.

**MBA 685. Special Topics in Health Care. (3 Credits)**

This course will offer students the opportunity to explore many of the issues that are confronted in healthcare today. Healthcare has been moving in the direction that finds the public and businesses more concerned with the costs, quality of life, and the increasing role of government leading to the beginning of the debates to resolve these issues.

**MBA 686. Sustainability and Social Entrepreneurship. (3 Credits)**

The adoption of the tenets of sustainability in all sectors of the economy continues to gain traction. This course introduces the graduate student to the triple bottom line of Sustainability (People, Planet and Profit) as related to the development of products and to Social Entrepreneurship concepts that guide how such a business is run. The course is designed to provide a student from any discipline a foundation on the key competencies embedded in sustainability and sustainable development. The focus of the course is on balancing a company's need to maximize profits while also minimizing negative impact on the environment and maximizing positive social impact. Industry-relevant examples from the areas of healthcare and natural sciences are used to illustrate these concepts in a practical way.

**MBA 687. Intellectual Property and Regulatory Issues. (3 Credits)**

This course provides lectures and case studies on various aspect of intellectual property and regulatory matters as they relate to product development and commercialization. An overview is provided of the major forms of intellectual property (IP): patent, trademark, copyright and trade secret. IP issues as they pertain to the business of product development are presented through case studies and lectures.

**MBA 688. New Venture Formation and Business Development. (3 Credits)**

This course focuses on the process of writing a business plan suited to a new venture, as well as on business development. Students are guided through the process of writing their own business plan. Students also gain an understanding of the business development process, associated with commercializing a product or service within a company.