

COURSE DESCRIPTIONS

COURSE NUMBERS

The course-numbering system indicates the college level at which courses are normally taken.

NUMBERING SYSTEM GUIDE

001-009	precollege course-no credit
010-099	credit granted but not applicable to graduation
100-199	primarily for first-year students
200-299	primarily for second-year students
300-499	primarily for upper division students
500-599	graduate courses

At the end of each description, numerals indicate course credits, lecture houses and laboratory hours per week. For example, the designation 3-3-2 identifies a course in which students earn three credits and attend class for three hours of lecture and two-hour laboratory session per week. Courses with variable hours and credits are so indicated.

SEMESTER SCHEDULE

Notation to the right of the course name indicates when the course is offered. If a notation is not included, the course is offered as needed.

BUSINESS ADMINISTRATION

MBA 511 Accounting for Managers3

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 Economics3

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 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 551 Applied SAEM Marketing3

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 552 Applied SAEM Management3

This course concerns the application of management concepts and theories in various sport, arts and entertainment settings. Students will assess and recommend courses of action for the management of event planning and facility operations. Students will also integrate legal liability and risk management, organization design, governance, public policy, labor relations, collective bargaining, and ethical issues into the globalization of the sport, arts and entertainment industries.

MBA 553 Applied SAEM Finance3

Using finance principles, students in this course will assess, design, and evaluate revenue streams (setting ticket prices, concessions, luxury suites, associated merchandise, etc) contracts, budgets, and facility/equipment financing in sport, arts and entertainment organizations.

MBA 570 Global Environment of Business3

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 Business3

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 Marketing3

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 Finance3

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 Behavior3

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 Systems3

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 Methods3

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 Planning3

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 Economics3

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 Economics3

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 Systems3

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 Networks3

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 Applications3

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 Care3

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 Administration3

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 Field3

MBA 595 Special Topics in Management3

MBA 596 Special Topics in International Business.....3

MBA 597 Special Topics in Information Systems3

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 Leadership Communications3

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 528 Decision Making Tools for Leaders3

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 Behavior for Leaders3

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 Leadership in Literature3

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 in Organizational Leadership.....3

The purpose of research is to assist leaders in making more informed and responsible decisions. The basic intention of this course is to sharpen critical thinking processes by studying and applying scientific methods to problem solving. Major topics covered include problem identification, research design, data collection methods, sample design, data analysis and interpretation, report preparation, and the ethics of 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 Leaders3

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 Change3

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 Communities3

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 575 Community Leadership: Cultivating Networks3

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 in Organizational Leadership 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 Project 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 in Organizational Leadership3

The student works with a faculty member on a comprehensive research project in an area of inquiry that is not available through any course offered at the University. A formal paper culminates the study. Students must have approval of the faculty supervisor and the program director prior to registration.

MLDR 595 Independent Study in Leadership3