

**Wake Forest University
Babcock Graduate School of Management
Wake Forest Evening MBA Program ~ Winston-Salem**

Curriculum

	Credits Hours
<u>First Year - Fall</u>	
MGT 8080 Financial Accounting	3
MGT 8110 Organizational Behavior	3
MGT 8150 Quantitative Methods I	3
<u>First Year - Spring</u>	
MGT 8180 Managerial Accounting	3
MGT 8142 Managerial Economics	3
MGT 8151 Quantitative Methods II	1.5
MGT 8115 Leading Change	1.5
<u>First Year - Summer</u>	
MKT 8221 Marketing Management	4.5
FIN 8136 Financial Management	4.5
MGT 8116 Residency Exercise I	1
<u>Second Year - Fall</u>	
OPS 8169 Operations Management	4.5
ITM 8190 Information Technology Management	3
MGT 8172 Business Law	1.5
<u>Second Year - Spring</u>	
MGT 8143 Macroeconomics	3
Electives (2)	6
<u>Second Year - Summer</u>	
MGT 8200 Strategy	3
MGT 8210 International Business	3
MGT 8117 Residency Exercise II	1
Elective (1)	3
Required Credit Hours	47
Elective Credit Hours	9
Total Credit Hours	56

**Wake Forest University
Graduate School
Babcock Graduate School of Management
The Joint (Ph.D./MBA) Program**

Curriculum

Credits Hours

First and second year curriculum of the Graduate School

Third Year - Fall

MGT 8080	Financial Accounting	3
MGT 8110	Organizational Behavior	3
MGT 8150	Quantitative Methods I	3

Third Year - Spring

MGT 8180	Managerial Accounting	3
MGT 8142	Managerial Economics	3
MGT 8151	Quantitative Methods II	1.5
MGT 8115	Leading Change	1.5

Third Year - Summer

MKT 8221	Marketing Management	4.5
FIN 8136	Financial Management	4.5
MGT 8116	Residency Exercise I	1

Fourth Year - Fall

OPS 8169	Operations Management	4.5
ITM 8190	Information Technology Management	3
MGT 8172	Business Law	1.5

Fourth Year - Spring

MGT 8143	Macroeconomics	3
Electives (1)		3

Second Year - Summer

MGT 8200	Strategy	3
MGT 8210	International Business	3
MGT 8117	Residency Exercise II	1
Elective (1-if not completed in spring)		(3)

Fifth Year & Beyond

Dissertation
Other Ph.D. Program Requirements at the Graduate School

Required MBA Credit Hours **47**

Elective MBA Credit Hours **3**

Total Credit Hours **50 MBA + Grad School hours**

**Wake Forest University
Babcock Graduate School of Management
Wake Forest Evening MBA Program ~ Winston-Salem**

Course Descriptions

Required Courses

YEAR 1

Semester 1 (Fall)

Financial Accounting (MGT 8080)

The rules and procedures governing the preparation of financial statements are explored in financial accounting. Most of the basic reporting issues that major corporations must confront when preparing financial reports are discussed. The class also examines the usefulness of the information to both external investors and internal managers. The focus is on the use, rather than the preparation, of accounting information.

(3 credits)

Organizational Behavior (MGT 8110)

Organizational behavior focuses on the understanding of employee behaviors and attitudes that ultimately contribute to organizational success or failure. The study of organizational behavior attempts to identify critical organizational factors that influence workers, the processes by which these factors exert their influence and ways of applying this knowledge within organizations. The course is based on principles of scientific inquiry and knowledge from the behavioral sciences. All managers have traditionally been held accountable for influencing their employees' levels of job satisfaction, absenteeism, turnover and performance. The focus here is on understanding current managerial approaches, models and methods for influencing these critical outcomes. The course covers individual, group and organizational influences on organizational effectiveness.

(3 credits)

Quantitative Methods I (MGT 8150)

A variety of quantitative techniques including decision analysis, probability theory, sampling, statistical inference, time-series analysis, regression and mathematical programming are explored as aids to managerial decision-making. Students develop and refine the quantitative skills necessary to effectively address problems they will encounter in other courses and on the job.

(3 credits)

Semester 2 (Spring)

Managerial Accounting (MGT 8180)

The differences between the financial information needs necessary to the operation of the firm and the needs necessary for external reporting are the focus of this course. A brief introduction to the behavior and classification of costs provides the background to examine the three main types of accounting information used by managers: full-cost information used in pricing and other such decisions, differential cost information used in alternative choice decisions, and responsibility accounting information used to guide and control managers' decision-making behavior. Allocation of indirect costs, fixed-variable relationships, standard cost systems, resource allocation and management control systems are addressed in depth.

(3 credits)

Managerial Economics (MGT 8142)

This course uses the tools and concepts of microeconomics to analyze decision problems within a business firm. Topics include the goal of the firm, capital budgeting, consumer demand, the empirical estimation of demand, production and costs, pricing, and profit maximization under various industry structures. These fundamentals provide a better understanding of the microeconomic environments faced by managers in making strategic business decisions.

(3.0 credits)

Quantitative Methods II (MGT 8151)

This second course in the quantitative methods sequence builds on the foundation created in the first course. This portion focuses on the use of management science modeling techniques including Monte Carlo simulation and optimization.

(1.5 credits)

Leading Change (MGT 8115)

The accelerating role of change in contemporary life has made the ability to manage change a highly valued skill. This course combines approaches from theory and practice, which gives students a framework for understanding and managing change within an organization.

(1.5 credits)

Semester 3 (Summer)

Marketing Management (MKT 8221)

This course is structured around the central business goal of maximizing enterprise value. As a discipline, marketing contributes to enterprise value by delivering customer value profitably. All topics addressed in the course demonstrate how firms deliver customer value in both consumer and business-to-business marketplaces. Emphasis is placed on the managerial activities of strategic planning, market and competitive analyses, customer behavior evaluation, value assessment, market segmentation, targeting, positioning, and marketing mix design. Instruction features case discussions, lectures, team exercises, a student project and presentation, and a computer simulation game.

(4.5 credits)

Financial Management (FIN 8136)

Financial Management examines the conceptual and practical issues involved in contemporary financial management. Primary emphasis is placed on the development of analytical tools needed by financial managers seeking to maximize shareholder value. Topics covered include financial statement analysis, working capital management, risk measurement, valuation, capital structure, cost of capital, capital budgeting, dividend policy, and financing alternatives. Additional topics frequently covered in this course include the use of derivative securities, international financial management, mergers, acquisitions and corporate restructuring, and the instruments and operation of the money and capital markets.

(4.5 credits)

Residency Exercise I (MGT 8116)

In keeping with the practical focus that all MBA programs should exhibit, the Winston-Salem Evening MBA Program contains two Residency Exercises. These exercises are a required part of the program with each carrying one graduation credit hour. They are typically team-based and of short durations, usually two days, falling at the end of the third and sixth semester. Study teams will be put in the position of having to address significant, challenging business issues through the practical application of concepts, principles and tools learned throughout the MBA Program. The teams are challenged to apply what they have learned in a time-constrained environment where decisions must be made quickly. Exercises may take on many forms to include: integrated case studies, simulations, games, competitive negotiations, etc. Students will not know the exact nature of the exercise until they arrive for the residency period.

(1 credit)

YEAR 2

Semester 4 (Fall)

Operations Management (OPS 8169)

The competitive environment is fiercer than ever, resources are tighter, customers are more discriminating and the pressure to do more with less is intensifying. Additionally, recent marketplace trends such as rapidly evolving product and process technology, unbridled globalization of markets, shortening product life cycles, increasingly pervasive impact of information technology and the urgency to deliver ever-increasing customer value are often creating a seemingly insurmountable challenge for businesses to survive. Now, more than ever, firms must continually reassess their competitive operations strategies to maintain their competitiveness in the global marketplace. This course is about using operations to compete and win a sustainable competitive advantage in the marketplace. The course will focus on the management of various transformation processes that organizations use to change inputs, such as labor, capital and raw materials, into both products and services. Issues to be discussed range from the strategic to the tactical.

(4.5 credits)

Information Technology Management (ITM 8190)

Information is a key organizational resource, critical to planning, decision-making and control. Management's role in shaping, directing and controlling information systems activity is the primary focus of this course. Topics include recent technological advances in hardware and software, systems design and applications development, end-user computing, telecommunications, management of systems projects, the role and organization of the IS function in the firm, strategic planning of information systems, and the use of information for competitive advantage.

(3 credits)

Business Law (MGT 8172)

A survey of legal subjects which managers frequently encounter in their careers and with which every manager should be conversant, including: corporate governance, employment discrimination, sexual harassment, government regulation and other subjects current to the management environment. In addition, the student will learn the sources of American law, how the legal system works, particularly in a litigation context, and will garner an appreciation for the limits and logic of management law.

(1.5 credits)

Semester 5 (Spring)

Macroeconomics (MGT 8143)

The course develops theories of fiscal, monetary and other macroeconomic policies. Both the issues and the evidence in connection with these policies are covered. Other topics discussed range from the specifics of the U.S. balance of payments to the broader problems associated with economic growth and decay in the world.

(3 credits)

Electives

Students have an opportunity to choose from those elective courses that will be offered. Topic areas include finance, marketing, operations management, consulting and general management, and information technology and electronic business management. Complete course descriptions are available from program staff and the registrar.

(2 electives - 3 credits each)

Semester 6 (Summer)

Strategy (MGT 8200)

Business decisions are increasingly carried out in a global context. Students in this course concentrate on the formulation of policy and implementation and evaluation of strategies governing business operations. The objective is to provide students with an understanding of the major strategic environmental factors influencing decision-making by multinational firms. The course is designed as an integrative learning experience, emphasizing both theory and practice and enabling students to apply concepts, techniques and skills acquired in other courses. Through the study of major environmental issues and strategic response in the functional areas of international business operations, students develop skills in assessing competitive forces in global markets, and in formulating and implementing effective decisions.

(3 credits)

International Business (MGT 8210)

International Business introduces students to the special problems and complexities of operating in the global marketplace. The course stresses basic, fundamental concepts and issues that all international business managers should know, and, to accomplish this objective, a cross-functional approach is taken. To some extent, the course deals with issues in the fields of international accounting, economics, finance, law, marketing, organizational design and behavior, politics, production and strategy. The course does not typically address these fields separately but instead stresses integration within an international business context.

(3 credits)

Residency Exercise II (MGT 8117)

This is the second required residency exercise. Study teams will be put in the position of having to address significant, challenging business issues through the practical application of concepts, principles and tools learned throughout the MBA Program. The teams are challenged to apply what they have learned in a time-constrained environment where decisions must be made quickly. Exercises may take on many forms to include: integrated case studies, simulations, games, competitive negotiations, etc. Students will not know the exact nature of the exercise until they arrive for the residency period.

(1 credit)

Elective

Students have an opportunity to choose from those elective courses that will be offered. Topic areas include finance, marketing, operations management, consulting and general management, and information technology and electronic business management. Students also may choose to participate in one of Babcock's international study tours. Complete course descriptions are available from program staff and the registrar.

(3 credits)

Elective Courses

All of the courses listed are not offered each year - check the current schedule

Topics in Management (MGT 8114)

This course addresses contemporary topics in management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 Credits)

Marketing Research (MKT 8121)

This course includes topics such as information systems, syndicated data services, secondary and primary data collection, and data analysis and interpretation. Student groups follow the process of developing, implementing, and managing a market research project. Particular emphasis is placed on projects involving primary data collection.

(3 Credits)

Business-to-Business Marketing (MKT 8122)

This course encompasses management activities that enable a supplier firm to understand, create and deliver value to other businesses, governments and institutional customers in traditional and Internet markets. There are four guiding principles of business-to-business marketing: make value the cornerstone, focus on business processes, emphasize doing business across borders, and accentuate working relationships and business networks. As 80% of current Internet transactions are business-to-business (B2B), the course will pay particular attention to emerging models, strategies and examples from the "New Economy." Students will learn techniques of value assessment and methods for devising innovative value propositions. Classes are set in a seminar format, featuring the discussion of articles and analyses of management cases, a negotiation exercise, and a business market simulation game.

(3 Credits)

Marketing Communications (MKT 8123)

MBA students whose career plans involve making marketing-mix decisions need to understand advertising management. In addition to advertising, this course addresses elements of a marketing communications program such as promotions, direct mail, publicity, packaging, and point of sale material. The objectives are: (1) to increase students' understanding of important issues in planning and executing marketing communications campaigns; (2) to introduce students to theories and models that will improve their abilities to make marketing communications decisions; and (3) to acquaint students with contemporary research in marketing communications.

(3 Credits)

Topics in Marketing (MKT 8125)

This course addresses contemporary topics in marketing that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 Credits)

Marketing Strategy & Planning (MKT 8126)

This is a decision-oriented course concerned with solutions to problems of product, price, promotion, and distribution channels. Students are expected to locate their own marketing plan projects and to prepare a professional marketing plan. The course makes extensive use of case studies and instructional methods include slides, examples, and videotapes.

(3 Credits)

International Marketing (MKT 8129)

International Marketing examines the various issues involved in entering foreign markets and conducting marketing operations on a global scale in consumer, industrial, and service sectors. Students learn to identify and evaluate opportunities in overseas markets, develop and adapt marketing strategies to specific national market needs and constraints, and coordinate strategies in world markets. The thrust is strategic and integrative. In addition, the class will study global marketing strategies adopted by companies in Japan and Europe, as well as newly developed countries.

(3 Credits)

Advanced Financial Management (FIN 8132)

This case-based class focuses on value creation by utilizing financial architecture to enhance the corporate strategy of firms. Advanced valuation techniques (option pricing, adjusted present values, discounting equity, capital cash flows) are used to evaluate leveraged buyouts, leveraged recapitalizations, initial public offerings, restructurings and real options embedded in investment decisions. Financing growth, the use of private equity, securitization, syndication and risk management also are covered.

(3 Credits)

Capital Markets & Institutions (FIN 8133)

This course is about financial or capital markets - how they work, how they might work better, and, in some instances, how they do not work at all. Students concentrate on the following major topics: (1) the pricing of financial assets, (2) the determination of interest rates in a competitive international financial market, (3) the organization and regulation of financial markets, (4) the development of innovations in financial markets, and (5) the basic characteristics of the financial markets and institutions, and the impact of changes to the system.

(3 Credits)

Investments and Portfolio Management (FIN 8134)

This course discusses risk and return relationships that are important for investment analysis and management. The course focuses on fundamental security analysis of common stock, bonds, convertible securities, preferred stock, options, and commodities. Investment opportunities in mutual funds, real estate, and other specialized investments are covered. Portfolio management techniques also are stressed.

(3 Credits)

Management of Financial Service Institutions (FIN 8135)

The operations and management of commercial banks is the primary area of emphasis in this course. Students apply the principles of corporate finance to the analysis and management of depository financial institutions. The course concentrates on: (1) the financial and regulatory environment in which depository institutions operate, (2) the microeconomics of modern depository institutions, and (3) the nature of the decision-making processes in depository institutions.

(3 Credits)

International Finance (FIN 8137)

This course uses cases to provide an understanding of the foreign exchange market, the impact of foreign exchange volatility on the cash flows and competitive positions of firms, and the use of derivative contracts (forwards, futures, options and swaps) for risk management. Use of foreign direct investment strategies, strategic investment decision-making and financing international growth are discussed in the context of value creation in a globally competitive environment.

(3 Credits)

Value Creation (FIN 8139)

Value creation, in the context of financial management, is the process by which companies earn returns on the capital invested in excess of the cost of that capital. A manager's financial goal is to maximize the creation of economic values. This course explores operating and financial strategies for creating value and links those strategies to valuation models for planning and controlling results. Three prominent models are used to compute valuations including EVA, CFROI and the Ferner Model. Readings are assigned from such well-known authors as William Fruhan, Alfred Rappaport, and Bennett Steward, author of *Quest for Value*, the text used in this course.

(3 Credits)

Entrepreneurship & Venture Formation (MGT 8145)

During the past several decades, entrepreneurship has taken an elevated role throughout the world. Eastern Europe, for example, views the revitalization of entrepreneurship as crucial to establishing a free market economy. This course explores key characteristics of the entrepreneur and contrasts these characteristics to those of a manager of a large bureaucratic organization. Who is the entrepreneur?

How does one become a successful entrepreneur? How can the entrepreneurial spirit remain viable in established organizations? How does one manage the growth phases of an entrepreneurial firm? Students consider these issues through the writings of important authors, discussion with visitors, and case analysis involving successful and unsuccessful entrepreneurs.

(3 Credits)

Topics in Operations Management (OPS 8162)

This course addresses contemporary topics in operations management that are more specialized and/or more advanced than those included elsewhere in the curriculum. The particular content of the course may vary each time the course is offered.

(3 Credits)

Management of High Performing Organizations (OPS 8164)

Today's high performing service and manufacturing organizations are faced with a stunning array of "best practices" from which to choose. This course surveys a number of contemporary practices, developing a framework for assessing which are most appropriate for a particular organization in achieving a competitive advantage. It includes both hands-on application of best practices to issues in your organization, as well as discussion of their strategic role. The particular practices included in the course will be tailored to the needs of the participants, but may include the following: quality management, JIT, Theory of Constraints, reengineering, process analysis, benchmarking, statistical process control, fast product development, and cycle time reduction.

(3 Credits)

Project Management (OPS 8165)

Many professional assignments are projects, including research and development studies, advertising campaigns, installation of new equipment, construction projects and consulting assignments. Project management is an often-used management technique for accomplishing specialized missions or work, when the normal organizational structure of methods of assignment is not sufficiently responsive, flexible or effective. This course is designed to convey the tools and methods to be effective in managing projects and leading the people responsible for executing the tasks that comprise a project. It emphasizes development of both technical skills, such as the use of PERT, CPM and Microsoft Project to manage the activities in a project, and skills in managing project teams. Specific topics include: project planning, project scheduling, development of contingency plans, resource allocation, Microsoft Project, project monitoring and information systems, project control, management of project teams, project organization, role of the project manager, and conflict resolution.

(3 Credits)

Management of Services (OPS 8166)

The service sector of the U.S. economy now accounts for more than 68% of the GDP and 71% of employment. This includes such services as financial, health care, transportation, consulting, food, recreation, entertainment, retail, legal, government, business support, utilities, as well as those services internal to manufacturing such as human resources, accounting, purchasing, information, legal, marketing, and administration. The aim of this course is to take a strategic perspective on ways to manage the resources and processes involved in producing the service outputs of these kinds of organizations. This will involve issues of strategy, capacity, staffing and scheduling, innovation, and the use of technology. Specific issues addressed include: design of innovative services; service quality, including the importance of defections and service recovery; service strategies; examining the service encounter: facilities, waiting, human interaction, use of technology, productivity; and service capacity and demand management.

(3 Credits)

Strategic Management of Technology (OPS 8168)

It is widely accepted that the environment confronting organizations today is becoming increasingly competitive as the length of product life cycles continues to decrease, the market place becomes increasing global, and the pace of technological change accelerates. As a result, organizations in all industries are searching for ways to improve and enhance their competitiveness and attain world-class standards. Firms typically enhance their competitiveness by developing new products and services, and/or developing new processes for producing and delivering products and services. This course

focuses on the strategic role technology plays in the pursuit of obtaining a sustainable competitive advantage. More specifically, this course is organized into the following four modules: process technology and its relationship to strategy; managing product and process development; process evaluation, selection, and implementation; and emerging technologies.

(3 Credits)

Emerging Information Technologies (ITM 8191)

Current and emerging technologies are examined within an organizational strategy framework. Managerial concepts are developed and employed to help understand and assess the myriad of information technologies such as emerging computer platforms, telecommunications, networking, data management and the Internet. The focus is on understanding relevant managerial issues relating to information technologies, rather than on the design or development of such technologies.

(3 Credits)

Information Technology Applications (ITM 8192)

The first major component of the course is the appropriate application of information technology to improve an organization's competitive position, with a particular emphasis on Internet-based, e-business applications. Topics include using information technology to reduce competitive vulnerability, to increase organizational efficiency, and to create a virtual organization. The second major component is the examination of processes and methods for developing, acquiring, and implementing organizational and inter-organizational information systems.

(3 Credits)

Database and Internet Marketing (MKT 8193)

This course covers two distinct, but related, topics in the application of information technology for developing marketing strategy. The first emphasizes the use of appropriate tools and techniques for extracting relevant marketing information from databases and data warehouses. The second focuses on the use of Internet-based technologies for consumer market applications, including building customer relationships and brand equity.

(3 Credits)

Managing e-Operations and the Supply Chain (OPS 8261)

Today's e-business environment is one where products and processes can be outmoded within months. Survival in this environment of fierce competition, shorter product life cycles and heightened customer expectations is a key issue. The supply chain choices that today's organizations make have a critical influence on strategic business outcomes. Recent developments in information technology have created the opportunity to revolutionize how organizations design and manage their supply chains, in order to gain a strategic competitive advantage. One such development has been the introduction and rapid rise in popularity of enterprise resource planning (ERP) systems. While supply chain management has been primarily tactical in the past, this course focuses on the important strategic concepts surrounding supply chain management. Issues to be addressed include: identification of supply chain design with product and process development; identification and implementation of ERP systems; supply chain integration with e-business strategies; strategic partnering and outsourcing; and supply chain dynamics.

(3 Credits)

Negotiations (MGT 8360)

Modern managers negotiate every day, in both their professional and personal life; however, most managers have no formal training in the negotiations process. This course fills that void by empowering students with an understanding of the dynamics underlying the negotiations process. That understanding will provide the baseline from which students can first identify, then refine, and ultimately optimize their particular negotiating styles. The course focuses equally upon the theoretical, conceptual and operational dimensions of the topic. Class sessions are devoted to lecture, discussion, and negotiations exercises.

(3 Credits)

Independent Study (MGT, OPS, MKT, FIN, ITM 8993, 8994)

Individualized courses, directed reading courses, research projects, and study tours conducted under the supervision of a faculty member may be allowed as credit toward graduation. Normally, these are considered only as elective; however, in exceptional circumstances, requests to substitute an independent

study for a required activity may be granted. Depending upon content and duration, the credits awarded for independent study will vary. All independent studies must receive prior approval of the Certification Committee.

(Credits to be determined each offering)

East Asia Management Program (MGT 8995)

This program runs from late May to early June each year and includes group visits to various companies in PR China and Japan. The Japan trip also incorporates home stays with individual Japanese families.

(3 Credits)

European Business Studies Program (MGT 8996)

This two-week course runs from late May to early June and focuses on business developments in the European community. Students select a trip to either Oxford University in England; Vienna, Austria, Budapest, Hungary, and Prague in the Czech Republic; or cities in France and Germany.

(3.0 Credits)

Latin America Management Program (MGT 8997)

This experiential program runs from late May to early June. The trip is designed to help participants build a broader, deeper, and richer understanding of the economic, cultural, political, and social context of present-day Latin America.

(3 Credits)