ETHICAL LEADERSHIP CONCENTRATION

Over the last few decades, ethical leadership has taken on increasing importance. The world’s economy has been shaken by the outcomes of large organizations led by unethical people. To address these critical issues, we have developed the Ethical Leadership concentration for the MBA program. Students will be required to take a series of four courses that will delve into the most important areas of developing the effective, ethical leader.

Through the sequence of required courses, students will learn the basic tenants of leadership and ethical decision-making which are the foundation of ethical leadership. Students will learn to apply these concepts throughout the curriculum and in their lives. The goal of the concentration is to prepare the student to be an effective leader and to face the challenges of the ethical dilemmas they will face in their careers.

MBA 654
Managing Organizational Change
This course is designed to build skills that will help the student effectively manage change. Particular attention will be given to enhancing the student’s capability to analyze situations of change, plan and implement appropriate actions for change, and learn from personal experiences and the experiences of others regarding change.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602

MBA 684
Leadership, Power and Influence
This course will examine the theory and practice of leadership in organizations. Traditional and modern theories of leadership will be explored, as well as the practical application of these theories in the work place. In addition to covering the traditional concepts of leadership in organizations, this course will take an in-depth look at the power and influence a leader has over the organization and its members.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602

MBA 685
Negotiations and Conflict Management
This course is an introduction to the theory and practice of interpersonal bargaining. The course will examine types of bargaining strategies, planning for negotiations, how to handle negotiation breakdowns, communications, power, persuasion, and ethics in negotiations, as well as international dimensions of bargaining. The pedagogical approach will largely be through experiential learning exercises based on weekly readings. Evaluations of student efforts will be based upon self-reflections, self-assessment, and personal portfolio construction, as well as in-class performance in negotiating sessions and debriefing discussions.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602
MBA 688
Ethical Management of Organizations
This course will introduce students to the basic concepts of ethics. Students will examine ethical frameworks as they relate to business, the environment, the consumer, and the individual with an organization. Students will also learn to apply these frameworks using moral decision-making techniques to real world case studies. The class will offer students practical tools to help them recognize and address challenging ethical decisions.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602

FINANCIAL MANAGEMENT CONCENTRATION
The Financial Management Concentration exposes the student to the three pillars of Finance: Corporate Finance, Investment, and Financial Markets and Institutions. Building on the program’s core, students in this track learn the skills needed to solve real-world problems in global business firms. By the end, the student will have a comprehensive exposure to the three pillars of Finance and their relationships, and will know how to apply finance theory to successfully manage and value companies.

MBA 671
Corporate Financial Theory & Practice
A study of the theory and practice of corporate finance with attention to financial theory as it refers to the decision-making process. The following topics are covered in detail: the modern approach to risk, the investment decision, and the theory of capital structure, dividend policy, short term financial management, and financial forecasting.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602

MBA 644
Financial Statement Analysis
Financial statements are relevant to the decisions of many individuals including investors, creditors, consultants, managers, auditors, directors, analysts, regulators, and employees. This course equips the student to use the information provided in financial statements to make reasoned decisions in a variety of contexts. Traditional analytical techniques such as ratio analysis, trend analysis, and vertical and horizontal analysis are used. Additionally, the course provides a framework in which the students can develop appropriate valuation techniques.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602; Recommended, MBA 671

MBA 672
Financial Markets and Institutions
This course examines the nature and the role of financial markets and institutions in the domestic and international framework. The following topics are covered: the effects of monetary policy; the role of the Federal Reserve; the continuing flux in financial institutions, especially in banking; domestic and international commercial markets, and international exchange.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602; Recommended, MBA 671
MBA 673
Investment Analysis and Theory
A study of investment, primarily in stocks and bonds, and of portfolio theory. Significant theoretical and empirical studies are discussed. The following topics are covered: the development of portfolio theory, fundamental analysis, technical analysis, bond and stock portfolio management, and international diversification.
**Pre-requisites:** All Foundation Courses, MBA 601, MBA 602; Recommended, MBA 671

HEALTHCARE ADMINISTRATION CONCENTRATION
Healthcare managers face problems unique to their industry, from working within the framework of extensive regulation, through ongoing reimbursement and profitability difficulties, to managing a diverse and highly educated workforce. Meeting those challenges effectively requires specialized preparation. The MBA or MPA healthcare concentration provides you with critical information you need to optimize both your healthcare organization and your career.

If you are already working in healthcare, this concentration will help you understand the big picture of the industry and how the various provider systems interact. If you are new to healthcare, this concentration will give you a necessary orientation to the industry. Either way, you’ll become a more effective manager in healthcare for having taken the time to develop a deeper, more nuanced understanding of the industry and of the unique situations healthcare managers cope with on a daily basis.

MBA 654
Managing Organizational Change
This course is designed to build skills that will help the student effectively manage change. Particular attention will be given to enhancing the student’s capability to analyze situations of change, plan and implement appropriate actions for change, and learn from personal experiences and the experiences of others regarding change.
**Pre-requisites:** All Foundation Courses, MBA 601, MBA 602

MBA 681
US Health Care Policies and Systems
US Health Care Policies and Systems is an introduction to health care delivery systems and the policy environment they operate in, with emphasis on the American system of health care and its major issues and challenges. The course explores the dynamics of administration in health care institutions such as hospitals, nursing homes, and ambulatory care facilities, and the policy issues and controversies that shape the delivery of health care.
**Pre-requisites:** All Foundation Courses, MBA 601, MBA 602

MBA 682
Ethical/Legal Issues in Health Care
Ethical/Legal Issues in Health Care provides you with a fundamental knowledge of the legal system as it relates to health care institutions. The course then builds on your understanding of the legal system to integrate it with administrative theory as we examine ethical situations and decisions unique to health care administration and to the health care industry.
**Pre-requisites:** All Foundation Courses, MBA 601, MBA 602
MBA 683
Critical Issues in Health Care
Critical Issues in Health care covers topics of contemporary and controversial nature, focusing on topics such as the implementation of health care policy and the ongoing challenges of balancing margin v. mission decisions while working to ensure the long-term viability of an organization. It actively integrates historical information on health care issues with current topics under discussion in that week’s news outlets. Once it helps you develop an understanding of contemporary health care debate, it also provides you with tools and tactics for influencing the debate on a personal and system level.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602

INTERNATIONAL BUSINESS CONCENTRATION
Students opting for the international business concentration will be required to take four courses including: Corporate Financial Theory and Practice, International Economics, International Marketing, and Financial Markets and Institutions. Upon completion of this concentration, students will be knowledgeable about the importance of international production and distribution as an essential part of corporate strategies. Armed with the knowledge of particular country strategies, including regional and country specific investment policies, tariff and non-tariff barriers, international currency policies, monetary and fiscal policies, industrial policy, and sovereign debts, students be able to make informed investment, management and marketing decisions. Students will learn to make decisions in keeping with the role of global institutions such as International Monetary Fund (IMF), the World Bank, European Union, G20, Bank for International Settlements (BIS), and other international facilitators.

MBA 671
Corporate Financial Theory & Practice
A study of the theory and practice of corporate finance with attention to financial theory as it refers to the decision-making process. The following topics are covered in detail: the modern approach to risk, the investment decision, and the theory of capital structure, dividend policy, short term financial management, and financial forecasting.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602

MBA 613
International Economics
This course provides students with an opportunity to study the international economic context for business strategy and provides an overview of the determinants of trade between nations, comparative advantage, national trade and competitiveness policies, and exchange rates. Students will also become familiar with key international institutions such as the International Monetary Fund and the World Trade Organization, and regional economic institutions such as the European Union and North American Free Trade Association. Information sources regarding the balance of payments, global capital flows, and financial reserves help prepare the student to understand international financial issues and institutions. Students will apply the knowledge gained through case analyses of particular industries in international competitive context.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602
MBA 622
International Marketing
This course will address global issues and environmental and cultural aspects of doing business internationally with special emphasis on strategic implication of marketing in different country cultures. Decisions areas include (but are not limited to) product adaptation, modes of entry, and business ethics. Students will learn to plan and organize for global marketing and develop market entry strategies, market targeting and positioning strategies as well as product, pricing, distribution, and promotion strategies. Issues of gray marketing, dumping, and transfer pricing will also be addressed. Lecture and case discussion will be used along with learning activities involving case preparation and presentation and an international marketing planning project. Class sessions will consist of varying percentages of lecture, discussion of specific assignments, student presentations, and analysis of appropriate cases.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602

MBA 672
Financial Markets and Institutions
This course examines the nature and the role of financial markets and institutions in the domestic and international framework. The following topics are covered: the effects of monetary policy; the role of the Federal Reserve; the continuing flux in financial institutions, especially in banking; domestic and international commercial markets, and international exchange.
Pre-requisites: All Foundation Courses, MBA 601, MBA 602; Recommended, MBA 671