**BUSINESS & MANAGEMENT (MGT)**

**MGT-100 Introduction to Business & Mgt (3 credits)**
In this foundation course, the student develops her analytic, problem-solving, valuing, effective citizenship, and self-assessment abilities as the basis for individual and team contributions to organizational goals. She studies successful local, national, and global organizations to develop her understanding of how businesses function and to identify contemporary management practices that lead to successful organizational performance. She learns to apply management frameworks to analyze and make improvements in organizations, and she participates in a team project for a global organization.

**MGT-210 Economic Environment (3 credits)**
In this study of economics the student learns the basic vocabulary for describing the elements of the economic environment. She develops a basic understanding of the components and functions of a market economy. Further, she learns to relate production and consumption decisions to a more comprehensive view of national economics; to relate economic frameworks to the financial management of an organization; and to analyze the interaction of contemporary social, political, environmental, and economic policies and their impact on the economy as a whole.

**MGT-211 Microeconomics (3 credits)**
Course Offered Fall Term only. The student develops her analytic and problem-solving abilities by learning and applying the basic theories and concepts of microeconomics to economic and social problems. She learns to analyze the economic behavior and decisions of individual markets, including consumers, firms, and resource owners. She researches and develops potential solutions to economic problems and, as part of a team, makes presentations to gain support for implementation of her solution.

**MGT-212 Business Math (3 credits)**
In every aspect of business, numbers tell a story. They are critical to understand the context of a business situation and to know how to use them when solving problems and making decisions. In this course, students will be introduced to common mathematical concepts necessary to analyze and solve different business problems throughout an organization. Such concepts as basic mathematical modeling, reasoning and logic, data relationships and statistical analysis will be applied in different business contexts. Students will use technology to apply the mathematical concepts for solution. They will learn various methods to strengthen their understanding of the numbers and data through the study of the language, developing visualization techniques, and performing relationship diagrams to be able to tell the story with the numbers and data in their solutions. Students will begin to understand how quantifying their decisions strengthens the validity of those decisions along with their own credibility as a professional.

**MGT-201 Financial Accounting & Analysis (3 credits)**
This course introduces anyone who works, or will work, in an organizational setting - a business, a not-for-profit organization, a healthcare facility, or a government agency - to the role financial information plays in planning, decision-making, and the evaluation of organizational performance. We will begin with an introduction to business and accounting. Even if you do not plan to pursue a career in business or accounting, it’s important to understand them because they represent important aspects of our society. Having set this context for our work over the semester, we will then examine how day-to-day transactions affect an organization’s financial position, profitability (or, in the case of not-for-profit organizations, its revenues and expenditures), and cash flows. We will examine how organizations report financial transactions in financial statements, the conceptual framework that guides financial reporting, and analysis techniques used to tell the ‘story’ of the numbers.

**MGT-202 Managerial Accounting & Decision Making (3 credits)**
In this course, you will take on the viewpoint of a manager within an organization. Using managerial accounting, also known as management accounting, you will learn various financial models to plan and control many activities throughout an organization and to support the management decision-making process. With operational efficiency as one of the main ways an organization can achieve sustainable growth, you will understand that there are different costs for different purposes in an organization. Using such financial models as contribution margin, activity-based costing and variance analysis, you will learn how costs behave and thereby how to effectively manage them to achieve superior organizational performance.

**Prerequisite(s):** MGT-201 completed. Offered Spring Term only.

**MGT-216 Information Technology (3 credits)**
This course provides the technical framework needed to understand the structure and operation of computer hardware and software. The student studies computer hardware and systems architecture from an advanced-user standpoint. She works in teams to disassemble and assemble a component computer, to install an operating system, and to troubleshoot both hardware and software problems. She also explores and learns the components of a home network, how they interact, and how to troubleshoot. Reflecting on academic and professional interests and strengths, she plans a course of study, and begins to develop an informational network among professionals in related fields.

**MGT-221 Managing in Organizations (3 credits)**
As an employee engaged in some aspect of providing products or services to others, an individual acts in an organizational context, as one of many stakeholders. Through this course, the student better understands how organizations work and she learns how to apply this knowledge to creating a high-performance workplace. She explores human behavior factors that can influence an organization’s overall productivity and that contribute to employees’ effectiveness, job satisfaction, and organizational citizenship. Course content and ability development are focused on the workplace knowledge and skill development needed to focus on the workplace knowledge and skill development needed to deepen the student’s understanding and appreciation of the complexity of human behavior in organizational settings. This enables her to diagnose issues in organizations and to develop practical, effective recommendations to resolve those issues. In addition, she develops her ability to collaborate effectively with others in the pursuit of individual and shared goals.

**Prerequisite(s):** MGT-100 completed.
MGT-250 Business Models & Quantitative Methods (3 credits)
Offered in WDC Spring Term only. The student develops her ability to use a variety of quantitative and statistical techniques to make and support sound business decisions in areas as diverse as marketing, human resources, and financial management. She uses descriptive and inferential statistics, correlation and regression analysis, and other quantitative methods to develop the analytic and problem-solving abilities she needs in today’s business world. She also uses contemporary business software applications to analyze and communicate statistical and quantitative information.

MGT-255 Program Fund: From Data to Information (3 credits)
In this introductory programming course, students will learn to use the fundamentals of the current programming language(s) to solve problems from a variety of areas. We will cover language syntax and format to analyze its appropriate application to specific problems. Students will use structured and object oriented programming techniques as they define and implement a computer solution.

MGT-275 Tax Accounting, Strategy & Planning (3 credits)
The student uses accounting information for strategic planning, decision making, and performance measurement, and as a means to understand the environment in which the company operates. She develops confidence in providing recommendations on a variety of topics, including business taxation principles and their impact on the choice of business entity; cost-volume-profit analysis and its impact on production and pricing decisions; cost behavior analysis and its impact on make-or-buy and sell-or-process decisions; and operations budgeting. Prerequisite(s): MGT-201 completed.

MGT-279 Business Communication (3 credits)
This course is designed to help business students improve their writing and oral presentation and listening skills for effective communication in a variety of professional settings. Students learn ‘best practices’ to create effective business writing using different professional modes (i.e. emails, memos, reports, proposals). They learn to identify the appropriate mode of written communication given the business situation. Students then apply their business writing skills to communicate information such as business concepts and frameworks, data, evaluations and recommendations in a direct yet meaningful manner targeted to their specific audience. They practice refining their speaking and listening in a variety of simulated business settings (i.e. business meetings, informal negotiations and formal presentations). The course culminates in a capstone experience where students apply business frameworks and integrated communication including information, media and technology in a professional setting. Prerequisite(s): CM-225 completed. Offered Spring Term only.

MGT-280 Intro to Database: Mgt Organizing Data (3 credits)
In this introductory database course, the student works to understand the basics of data and data relationships, including tables, records, fields, data types, keys, and entity relationships. She learns how to analyze basic problems for a database solution, and she analyzes client needs and data to create a model for a database implementation. Using a case study, she works both collaboratively and independently to analyze, synthesize, and evaluate her database model.

MGT-300 Marketing Principles & Management (3 credits)
This course introduces a student to a basic framework for ‘thinking through key decisions in the marketing process’ in the context of the Framework for Marketing Strategy Formation (¿Harvard Business Publishing). Through this framework and key activities such as case analyses and immersive learning projects, students will come to a deep understanding and demonstrate an ability to understand, identify, and manage key elements of the Framework particularly marketing planning; analysis and research; segmentation, programming, allocating, and budgeting; monitoring and auditing; and implementation. Students are also introduced to how to structure and deliver those strategies to also provide consumer value while creating a competitive advantage for an organization. Key learning assessments include case analyses of both national and multi-national corporations to develop high-level understanding of consumer mindset related to purchase decisions and overall development of marketing strategy and which research methodologies are best employed to support sound and sustainable strategy formation. Comprehensive course learning assessment takes place in the form of a co-operative education project/immersion experience with the Wisconsin Women’s Business Initiative Corporation (WWBIC). Students will work on a marketing strategy development team with an actual local company. Teams perform in-depth research and analysis to support formulation of a comprehensive marketing plan via a written report and oral presentation to the organization’s owner(s) at the end of the semester. The team identifies and addresses problems ranging from production design to pricing to distribution to marketing communications and considers the product’s/service’s impact in relevant markets in alignment with the organization’s overall mission and objectives. Prerequisite(s): CM-225, BSC-215, MGT-221 completed.

MGT-306 Financial Analysis & Decision Making (4 credits)
The student learns the principles and skills that are necessary to develop, summarize, and present financial information to internal and external stakeholders for the purpose of making sound business decisions.

MGT-310 Finance (3 credits)
Offered in WDC Spring Term only. The student is introduced to the basic concepts and skills required to manage an organization’s assets for growth and survival. She learns problem-solving techniques used in the acquisition, control, and use of funds to finance current and future operations. She also learns to analyze a firm’s financial strengths and weaknesses in order to more effectively manage the firm’s operations. Prerequisite(s): MGT-201, MGT-210 & MGT-250 completed. One Communication Level 3 ICM completed. Offered Spring Term only.

MGT-314 Operations and Logistics (3 credits)

MGT-340 Business Systems Integration (3 credits)
Course Offered Fall Term only. In this practicum, the student makes practical application of previously studied theories, processes, frameworks, and technologies. She explores integrative systems in computing - the process of linking together different technologies and software applications physically or functionally, to act as a coordinated whole.

MGT-354 Adult Ed Hr Principles & Philosophy Trng (3 credits)
Using varied frameworks for observation in adult-education settings, the student identifies and reflects on components of instructional design. In the seminar held on campus, she uses skills of analysis, valuing, and social interaction in her development of the theory and practice of teaching adults.
MGT-360 Marketing Research (3 credits)
The course provides an introduction to the principles and techniques of quantitative and qualitative marketing research, including formulation of a marketing problem through research-instrument design and reporting of results, especially focusing on the use of technology solutions to assist in design and implementation of such research. Methods include focus groups, survey research, electronic database research, and other approaches.
Prerequisite(s): MGT-300 completed

MGT-361 Understanding Person& Professional Selling (3 credits)
This sales course presents theory, practice and sales experiences within the framework of a partnership/relationship approach to the selling environment. From practicing business-to-business selling activities, including identifying buying influences, buying behaviors and the buying process, to developing principles of partnership/relationship building, prospecting, planning the sales call, presenting the solution, responding to objections, obtaining commitment, and formal negotiating, this course offers the required fundamentals of personal and professional selling.
Prerequisite(s): CM 114 or CM-225 completed. MGT 120 or BSC-215 completed.

MGT-362 Integrated Marketing Communications (3 credits)
Offered Fall Term only. This course integrates and applies elements of the global promotional marketing mix, including advertising, public relations, sales, sales promotion, direct marketing, and Internet and electronic business elements, focusing on future trends in the development and delivery of these elements through technology. It also studies these elements in relation to nonprofit and service organizations.
Prerequisite(s): CM-225 completed. BSC-215 completed.

MGT-363 Social Media Marketing (3 credits)
This course focuses on the social media aspects of marketing within the strategic marketing planning framework from a technological and target market perspective. Areas of focus include the Internet, the use of social media tools in marketing strategy, including promotion, product design and development and customer relationship management. The course includes a simulation allowing the students to gain experience in developing a strategic social media marketing plan as well as actual development of social media marketing elements, aimed at a specific target market.
Prerequisite(s): CM 114 or CM-225 completed. MGT 120 or BSC-215 completed.

MGT-364 Global Marketing (3 credits)
Offered in Spring Term only. This course prepares the student to apply marketing theory using global frameworks and strategic marketing planning in major world commerce markets. She analyzes global markets, external environmental factors, competitors, and organizations, understanding and taking into account values inherent when operating within varying cultures. Trade areas examined may include the European Union, MERCOSUR, NAFTA, FTAA, and Asian markets. The student is introduced to exporting, importing, and sourcing models, and studies and understands the difference in applying global market-entry strategies, including licensing, investment, and strategic alliances. Global implications of product, pricing, placement, and promotion elements are studied and applied through individual case analysis. The student also learns to act with an understanding of and respect for the economic, social, abd biological interdependence of global life. She works in teams to develop and in-depth analysis for potential corporate product or service expansion into two global markets, focusing on cultural differences in consumers, external environmental variables, and markets.
Prerequisite(s): CM 114 or CM-225 completed. MGT 120 or BSC-215 completed.

MGT-367 Practicing Professional Selling (3 credits)
Students create value improvement proposals that support new business to business (B2B) sales process paradigms. The proposals offer unique selling propositions to customers resulting in win-win results for all stakeholders, specifically for buying and selling entities. Students research external environments and entities to discover market problems and opportunities. They design new value propositions to solve market problems using creative and imaginative processes. Students assess their personal behavioral styles using a variety of methods enabling them to better understand their own behavioral styles and how to effectively communicate and negotiate with others. They use state-of-art customer relationship management technologies, data mining techniques and social media channels to create and enhance relationships with customers, sales support teams, and organizations.
Prerequisite(s): CM 114 or CM-225 completed. MGT 120 or BSC-215 completed.

MGT-370 Human Resource Management (3 credits)
The student studies and practices how to make decisions involving selection, placement, training, compensation, and evaluation of human performance. This course provides learning experiences designed to develop an understanding of the typical functions associated with human resource management in organizations; to build skills needed to analyze human behavior in organizational settings in order to make human resource decisions; and to further develop interactive skills.
Prerequisite(s): MGT-221 completed. One Communication Level 3 ICM completed.

MGT-374 Operations Mgt & Financial Modeling (2 credits)
Organizations must make multiple data-driven decisions every day that are critical to strategically sustain their future and to achieve efficiency within day-to-day operations. But how do organizations use such data to make those decisions? In this course, students will learn a variety of operational and financial models to address real-world complex business problems that occur throughout an organization. Students will learn how to use the data from their models in the decision-making process. The operational and financial models will address such business problems relating to quality control, risk management, budgeting and forecasting, project planning, and resource allocation. Students will use spreadsheet applications as the data analysis tool and will learn how to use and interpret quantitative data to make sound operational and financial business decisions.
Prerequisite(s): MGT-250 and/or MGT-310 completed. Other information: Contact instructor to receive permission to register for the course

MGT-375 Intermediate Financial Accounting 1 (3 credits)
Offered Fall Term only. The student continues to develop her ability to provide recommendations on complex management accounting and reporting issues of a growing business. She gains a clear understanding of the different inventory costing systems for manufacturing entities, and uses comprehensive variance analysis to measure and evaluate performance from one accounting period to the next. She also uses various capital budgeting techniques to evaluate proposed acquisitions and improvements.
Prerequisite(s): MGT-201 completed.
MGT-376 Intermediate Financial Accounting II (3 credits)
Offered Spring Term only. Analysis and communication are at the heart of accounting issues related to growth and expansion of a business. The focus is on external reporting (i.e., audited financial statements that are prepared in accordance with generally accepted accounting principles [GAAP]). The student takes on the role of consultant to provide guidance in accounting, financial, and tax matters as they relate to balance-sheet valuation, income recognition, and disclosure adequacy. **Prerequisite(s):** MGT-375 completed. Offered Spring Term only.

MGT-380 Business Law (3 credits)
The student gains an overview of the legal environment of business by examining the impact of a variety of legal principles on managerial decision making. She further develops her analytic and problem-solving abilities by applying legal frameworks to business problems. Elective course offered on a rotating basis. **Prerequisite(s):** MGT-221 completed; One Communication Level 3 ICM completed. Offered Spring Term only.

MGT-399 Formal Introduction to Advanced Work (0 credits)
The Advanced-Level Event marks a significant accomplishment for each student as she proceeds into the work of her major department. When a department determines that a student is ready for advanced work within a discipline, the student is invited to participate in a ceremony that is both a celebration and an explanation of future requirements of the major and support areas. She registers for this experience at a point determined by her major department: for most majors the registration is connected to the taking of a particular course. Students and faculty gather for an afternoon during Mid-semester Assessment Days. Following a general program, students meet in departmental sessions with their faculty to discuss advanced outcomes, department courses, advising procedures, and so on.

MGT-400 Small Business Mgt/Decision Making (3 credits)
Offered in WDC Fall Term only. In this upper-level course, the student develops her ability to identify new business opportunities, as well as her understanding of the small-business environment and entrepreneurship. Over the semester, she creates a business plan for a new venture as a way to integrate and apply the abilities and knowledge learned in previous courses. She has the opportunity to present her business plan to a professional banker for feedback. The enterprising ability that she develops in this course is a skill she can use throughout her personal and professional life. **Prerequisite(s):** MGT-300 and MGT-310 completed.

MGT-404 Innovative Business Development (4 credits)
This course provides you with an opportunity to explore a business idea and evaluate it as a business opportunity. During the course, you will research your business idea and develop a comprehensive business plan. As you complete your plan, you will evaluate being in business for yourself and develop the skills needed to manage a complex project. Even if you do not start or work in a small business when you graduate, these project skills of evaluating new business opportunities will be invaluable in any organization.

MGT-405 Women & Leadership (3 credits)
In this course the student synthesizes contemporary literature on leadership and formulates her own definition and profile of effective leadership in various contexts. She takes on the formal leadership function of a group with specific tasks, accomplishes objectives effectively, and commits to an ongoing program of leadership self-development. **Prerequisite(s):** One Communication Level 3 ICM completed.

MGT-410 Business Policy & Strategy (3 credits)
The student learns the principles and frameworks of business policy and strategy formulation and applies these to selected business problems. She is asked to analyze problems from the perspective of top management and trace the impact of decisions made on the total organization. **Prerequisite(s):** MGT-300 & MGT-310 completed. Offered Spring Term only.

MGT-412 Business Practicum (3 credits)
Offered in WDC Fall Term only. The student integrates her learning and refines her ability to function effectively in new organizational settings as a project manager. As part of a team, she serves as an external student business consultant for a community organization, providing deliverables that can include business plans, marketing research, and event design and management. She applies business project management methods and processes to meet the expectations of multiple stakeholders. Drawing on her project experience, she produces a comprehensive self- and team assessment that describes her progress and unique characteristics as a learner, team member, and project manager. **Prerequisite(s):** MGT-300 & MGT-310 completed. MGT-400 completed or concurrent registration, MGT-400 completed or concurrent registration. Offered Fall Term only.

MGT-415 Project Management (3 credits)
In this capstone course, the student manages a final semester-long project in which she synthesizes her learning in the major. The course follows Project Management Institute guidelines for project management, giving the student a comprehensive overview of the components that encompass information technology project management. She defines, controls, and manages her project. She investigates project organization and structures while working on financial issues in project management. She becomes familiar with and applies terms, definitions, and common acronyms used in project management to her own capstone project. She also researches project management career paths, professional organizations, and national certifications.

MGT-425 Business Process Control & Governance (3 credits)
The student takes a practical approach to study and apply established principles of analysis and design of information systems by learning how profiles and models represent business functions and operations. Using interview techniques, process charting, screen and report design, communication documentation, program specifications, and process walkthrough, she designs an information system for a client and presents her documentation to the class.

MGT-470 Advanced Database (3 credits)
MGT-475 Advanced Financial Accounting (3 credits)
Offered Fall Term Only. As the business continues to expand and grow, the student learns to deal with advanced accounting issues related to business acquisitions, going public, and doing business internationally to meet corporate objectives. She builds on financial concepts from prior accounting courses to respond to strategic and financial issues related to theses activities. **Prerequisite(s):** MGT-376 completed.

MGT-483 Advanced Internship Seminar (2 credits)
With the approval of the major department as well as the off-campus business contact, the student engages in a major task or a project that assists her to develop new knowledge and skill that reinforces significantly the business knowledge and skill she has gained in her coursework. **Prerequisite(s):** MGT-310 completed or concurrent registration. Departmental consent, confer with advisor. Preplacement workshop required. Contact Internship Office for details.
MGT-487 Auditing (3 credits)
Course offered Fall Term only. This course introduces the student to the roles, responsibilities, professional standards, and relationships that exist between management and an organization's external and internal auditors. The student uses auditing concepts to evaluate accounting and management information systems to ensure compliance with organizational policies and external reporting requirements. 
Prerequisite(s): MGT-376 completed.

MGT-488 Adult Education Hr Program Training (3 credits)
In this course the student learns the educational principles, methods, and strategies to effect human-resource development programs in her specific profession. By implementing these concepts into practical adult-development programs, she enhances her management and supervisory skills and her training and teaching competence. She analyzes how she applies her social interaction, communication, problem-solving, and analytical abilities to supervisory and training situations.

MGT-497 Independent Study (1-4 credits)
Under the approval and direction of a faculty member, independent study is available to students.

MGT-600 Integrated Management (6 credits)
This course is interdisciplinary and organized around the Core Knowledge Areas emphasized in the MBA program. Students use discipline knowledge from the Core Knowledge Areas to integrate their prior learning and business experience and develop the cross-functional approach to business problem solving that is required for the 21st century. Through simulations, case studies, projects, and personal experience students connect knowing and doing and create a cohort and learning community that continues throughout the program.

MGT-600A Online Orientation-New MBA Students (0 credits)
All incoming MBA students are required to complete an online technology orientation prior to the start of their first class. This orientation has been designed to introduce Alverno's technology, resources, and online tools so that students can be successful in the program.
Prerequisite(s): Admission to the MBA program.

MGT-605 Introduction to Accounting (2 credits)
The student is introduced to the nature of accounting within a business context. The student learns the different functions of business, and the types of information, management reports, and financial statements that are provided by a company's accounting system. The course emphasizes the integrated nature of management and financial accounting issues. It provides the student with an overview of the judgments and estimates the accountant must make and how financial information is used as part of an organization's information system to make decisions.

MGT-606 Business Models & Quantitative Analysis (2 credits)
The student develops the ability to use a variety of quantitative and statistical techniques to make and support sound business decisions in areas as diverse as marketing, human resources, and financial management. The student uses descriptive and inferential statistics, correlation and regression analysis, and other quantitative methods to develop the analytic and problem-solving abilities they need in today's business world. The student also uses contemporary business software applications to analyze and communicate statistical and quantitative information.

MGT-607 Marketing Principles & Mgt (2 credits)
This course introduces the student to how organizations develop products and services to meet the needs and wants of customers. The student works in a simulated new product development team for a major company. The student and teammates invent a new product and present a comprehensive marketing plan via a written report and an oral presentation to the organization's simulated board of directors at the end of the semester. The team identifies and addresses problems ranging from production design to pricing to distribution to marketing communications and considers the product's impact in both domestic and global markets.

MGT-608 Finance (2 credits)
The student is introduced to the basic concepts and skills required to manage an organization's assets for growth and survival. The student learns problem-solving techniques used in the acquisition, control, and use of funds to finance current and future operations. The student also learns to analyze a firm's financial strengths and weaknesses in order to more effectively manage the firm's operations.

MGT-610 Assess Self, Organization& Operating Env (6 credits)
This course lays the foundation for the student as reflective practitioner: someone who uses her/his performance on the job for reflective learning that improves future performance. Students further develop their discipline knowledge from the Core Knowledge Areas and use it as a framework for guided, structured reflection. Students begin by assessing their impact as managers and leaders. They then extend the application of their discipline knowledge to the assessment of others, their organizations, and the operating environment to create value for customers and other stakeholders.
Prerequisite(s): MGT-600 completed.

MGT-620 Bldg Processes, Relationships& Resource (3 credits)
Students focus on their ability to effectively manage processes, relationships, and organizational resources to enhance organizational capability, results, and agility. With a focus on process management, customers and continuous improvement as central themes, students use a variety of analytic frameworks, best practices, and discipline content from Core Knowledge Areas as tools for understanding the complex issues managers face and developing the organizational processes, relationships, and resources needed to address them.
Prerequisite(s): MGT-610 completed.

MGT-630 Leadership Through Innovation & Change (6 credits)
Students expand their discipline knowledge in the Core Knowledge Areas to create business models that are responsive to the diversity and global nature of today's business. Students participate in global, worldly, multicultural, and interdisciplinary experiences that foster the development of the new attitudes, mindsets, and values required of today's manager-leaders. Students view their work and workplaces through the lens of other cultures and peoples. The course provides a unique foundation for managing and developing people as well as understanding the more macro forces that shape the context of business in the 21st century.
Prerequisite(s): MGT-620 completed. This course is offered as a hybrid learning course with on campus and online components.
MGT-640B Change Management (6 credits)
Students continue to grow as worldly managers by developing abilities, ways of thinking, and multi-disciplinary knowledge needed to build enduring, agile environments. This course focuses on change leadership, management-leadership, teamwork and collaboration to develop each student's ability to anticipate and respond to changing markets, global operating environments, and unforeseen events. Students also study legal, regulatory, and ethical issues confronting today's organizational leaders, and use value-based decision-making frameworks to develop their ability to successfully navigate an ever-changing operating environment. Students apply theories and concepts through case study analysis, simulations, and a semester-long immersion experience.
Prerequisite(s): MGT-630 completed.

MGT-647 Adult Learning & Workplace Competency (3 credits)
Work settings inevitably and necessarily comprise adult learners who are developing both work and life skills within the context of the workplace. They bring with them experiences that contain cognitive, emotional, and motivational challenges and strategies. They come with particular, preferred learning styles that affect everything from training for new technology to successfully negotiating team processes. In this course, students consider these adult learner needs and abilities as they explore the connections between theories of adult learning, workplace competencies, and resources for supporting adult learning in workplace settings. Learners in this course participate in an overview of adult learning theory and its roots in education, psychology, and organizational behavior and explore the theoretical roots of adult learning practices in the workplace.
Prerequisite(s): MGT-600 or concurrent registration and permission of department.

MGT-650 Graduate Seminar (3 credits)
This course provides students with the opportunity to explore new business topics, issues, or practices as they emerge in an ever-changing business environment, or to focus on advanced topics in any of the core knowledge areas. Seminar topics rotate on a regular basis, and multiple sections provide students with a variety of choices to meet their academic and professional needs. For specific course descriptions on courses offered each semester, contact the Registrar's Office.
Prerequisite(s): MGT-600 completed.

MGT-650A Operations Mgt & Decision-Making Models (3 credits)
Organizations make multiple decisions every day. Many of those decisions are critical to achieve efficiency within the day-to-day operations. But how do organizations make those decisions? In this course, students will learn a variety of quantitative models that are used in the decision-making process to solve complex business issues relating to quality control, cost management, forecasting, project planning, resource allocation, and production processes. Technology will be used in the application and solution of the different models. Students will learn how to use and interpret quantitative data to make sound operational business decisions.
Prerequisite(s): MGT-600 completed

MGT-650B Business Analyst Basics (3 credits)
Skills a business analyst needs to capture critical data and process flows to develop documentation that leads to a successful project completion and transfer to the project manager. This course can be applied as an elective for a business analytics certificate.
Prerequisite(s): MGT-600 completed.

MGT-650C Data for Business (3 credits)
The amount of data available to businesses and other organizations is expanding every day. Innovative 'big data' applications capture headlines and market share, but how can you use data to improve your projects and operational performance? Improve your understanding of data and statistics by learning about and discussing the essentials of data, analyzing data and making business decisions with data. Explore application examples and a case study. Talk about information on scorecards and dashboards. This course can be applied as an elective for a business analytics certificate.
Prerequisite(s): MGT-600 completed.

MGT-650D Intro to Project Management (3 credits)
The purpose of this online course is to introduce students to Project Management and its principles in a contemporary project environment. It aims to introduce students to the language used by practitioners in conjunction with the terminology recognized by the Project Management Institute (PMI) and in the PMBOK Guide. The course reviews the general stages of a project and describes how the stages interrelate. Basic concepts and tools of project management, such as work breakdown structure, scheduling, earned value analysis, and risk management, are introduced. The elements of project management critical to the success of a project also are identified and explained. At the end of this course, students should be able to develop, execute, and control a project for supporting business objectives linked to measures of success.
Prerequisite(s): MGT-600 completed. This course is offered fully online.

MGT-650E Grant Writing (3 credits)
In this class students will learn how to use data to propose grants for the ongoing work of organizations or initiatives. Students will engage with a variety of perspectives and methods regarding grants and grant writing. They will learn the skills associated with grant writing and fund development requests. As a part of the class, students will write a grant associated with a community agency or project.
Prerequisite(s): MGT-600 completed.

MGT-650F Graduate Seminar Independent Study (3 credits)
This course in an independent study Graduate Seminar
Prerequisite(s): MGT-600 completed.

MGT-650G Social Media in the Business Environment (3 credits)
In this course, candidates develop the skills and knowledge for becoming a technology director in a school or other learning environment. They learn to design and manage technological learning environments through planning, budgeting, making decisions, and implementing technology support. As a means for facilitating and maintaining the environment, they develop effective strategies for supervising, training, and evaluating technical staff, as well as acquiring knowledge of appropriate technology resources.
Prerequisite(s): MGT-600 completed. This course is offered fully online.

MGT-650H Scope, Time Cost & Quality Management (3 credits)
(need)
Prerequisite(s): MGT-650D completed Other information: This class is offered fully online.
MGT-650I Building External Relationships (3 credits)
This course will focus on the professional skills and traits necessary to identify, initiate, and improve working externally focused relationships, as well as how to deepen and maintain them in a way that is mutually beneficial to both yourself and the other party. Specific topics covered will include leadership styles and their impact on professional relationships, leveraging active listening to improve communication, understanding of power dynamics and influence, ethical decision making, and conflict management.
**Prerequisite(s):** MGT-600 completed. This course is offered as a hybrid learning course with on campus and online components. On campus dates: 12/11/19, 12/18/19, 1/8/20, 1/15/20. Online dates: 12/14/19, 12/21/19, 1/4/20, 1/11/20.

MGT-651 Managing Global Competitive Advantage (3 credits)
Our world economy is local as well as global. From small craft shops selling to world markets to large organizations that operate in six continents, business, humanitarian organizations and other not-for-profits require managers and leaders who are culturally sensitive, act with integrity, can build and maintain relationships with key stakeholders and are capable of dealing with complex and multidimensional environments. The opportunity to study and analyze a business operating in its national context and to interact with managers and executives rooted in their home cultures provides a unique setting to experience and explore different perspectives. Designed as a short-term study abroad, this course is intended to meet that need.
**Prerequisite(s):** MGT-600 completed.

MGT-657 Facilitating Org Change (3 credits)
Students draw upon a range of disciplines to understand approaches to managing and facilitating change in organizations. They are introduced to a number of diagnostic models and theories of organizational development and use these to identify organizational problems/opportunities and to learn varied techniques and processes for facilitating organizational growth and improvement.
**Prerequisite(s):** MGT-600 or concurrent registration and permission of department.

MGT-667 Managing Consulting Process (3 credits)
Managing the Consulting Process enables students to function responsibly as beginning consultants or midlevel practitioners depending on each student’s experience as they learn to apply consulting skills and strategies to their own professional context. Course content focuses on current consulting theory and practice to develop a solution focused approach to intervening in organizations that are experiencing difficulty. Students will work with client organizations in the community, dealing with real consulting situations, forming a consulting company in the classroom. Collaboration and case consultation will be emphasized. Past students will serve as mentors. Students will learn strategies for building effective relationships and diagnosing, designing, implementing, and evaluating appropriate organizational interventions.
**Prerequisite(s):** MGT-600 completed. This class is offered fully online.

MGT-677 Group & Team Facilitation (3 credits)
Collaborative management of the work team culture is a fundamental aspect of developing organizations. In this course, students learn strategies to effectively build and lead high-performance work groups and teams. Learners examine the use of diagnostic and intervention techniques to focus on inter-team and group relations. They learn how to design strategies to assess and diagnose individual and team effectiveness, build trust within teams, and guide team interventions. They also learn techniques for coaching and mentoring teams and team members.
**Prerequisite(s):** MGT-600 completed. This course is offered as a hybrid learning course with on campus and online components.

MGT-678 Evaluation Process/Instructional Design (3 credits)
**Prerequisite(s):** Consent of instructor. This class is offered fully online.

MGT-687 Tools & Processes-Organizational Intervention (3 credits)
Organizational development (OD) interventions are sets of structured activities designed to move the organization from its current state to a desired state. This course focuses on applying conceptual knowledge to equip students to plan and implement OD interventions. Students learn how to diagnose organizational issues and design appropriate interventions that target specific workplace or competitive environment needs. They also learn the underlying causal mechanisms of intervention to ensure the change initiative fits the desired outcome. Students learn a range of strategies to support organizational development, such as process consultation, planning and goal setting, cultural analysis, work redesign, and organizational restructuring.
**Prerequisite(s):** MGT-600 completed.

MGT-688 Social Entrepreneurship (3 credits)

MGT-697 Independent Study (3 credits)
Independent study is available to graduate students who seek unique and specialized professional development learning opportunities that are not available through existing MBA elective courses. It requires students to independently design, implement, and manage their learning with the guidance of a School of Business faculty member. Approval is subject to faculty availability.

MGT-700 Leadership Culture & Change (3 credits)
**Prerequisite(s):** MGT-600 completed. This course is offered as a hybrid learning course with on campus and online components. In person meetings 8/29/20, 9/12/20, 9/26/20, 10/10/20, 10/24/20 & 11/7/20.