

# MASTER OF BUSINESS ADMINISTRATION (MBAD)

## Explanation of Course Numbers

- Courses in the 1000s are primarily introductory undergraduate courses
- Those in the 2000s to 4000s are upper-division undergraduate courses that can also be taken for graduate credit with permission and additional work
- Those in the 6000s and 8000s are for master's, doctoral, and professional-level students
- The 6000s are open to advanced undergraduate students with approval of the instructor and the dean or advising office

### **MBAD 6202. Foundational Management Topics in Health Care. 3 Credits.**

How prevailing health care business models serve as barriers to economic and business gains; environmental changes and future directions of health care delivery, practice, and policy that can to innovation and serving as drivers for thinking strategically about the business components of the health care sector. Restricted to Healthcare MBA candidates.

### **MBAD 6203. Global MBA Career Roadmap. 0 Credits.**

Career options; traditional and digital networking tools and techniques; resume, cover letter, and related correspondence writing; preparing for an interview. Restricted to students in the global MBA program.

### **MBAD 6211. Financial Accounting. 3 Credits.**

The basic concepts and methods for understanding the content and context of financial reports. Income statement, balance sheet, and statement of cash flows. Detailed accounting procedures and choices. How the most important accounting procedures are calculated and how different choices impact financial statements. Prerequisites: None. (Same as ACCY 6101).

### **MBAD 6213. Cases in Management Accounting. 1.5 Credit.**

Effective use of internal generation, communication and interpretation of information for both operational and strategic decision-making purposes. Restricted to MBA students. Prerequisites: MBAD 6211. (Same as ACCY 6201).

### **MBAD 6221. Judgment, Uncertainty, and Decisions. 1.5 Credit.**

Classical theories of decision making; recent findings on human cognitive limitations and biases. Analytical approaches useful in cases involving uncertainty, multiple objectives, and multiple stakeholders.

### **MBAD 6222. Data Analysis and Decisions. 1.5 Credit.**

Statistical analysis—how it is used, when it should be used, and what can be learned from it. Statistical inference, hypothesis testing, and regression analysis. Prerequisite: MBAD 6221.

### **MBAD 6223. Operations Management. 1.5 Credit.**

Concepts and techniques related to manufacturing and service operations. Process mapping, capacity analysis, production control, quality management, and supply chains. Integration of operations with a firm's overall business strategy as a powerful competitive weapon. Prerequisites: MBAD 6221 and MBAD 6222; or MBAD 6224; or DNSC 6202.

### **MBAD 6224. Decision Making and Data Analysis. 3 Credits.**

Elements of decision making that enable managers to characterize their strengths, assess the competition, and forecast the future. Deterministic and probabilistic decision models. Analytical approaches involving uncertainty, multiple objectives, and multiple stakeholders. Probability concepts are used to develop and apply statistical models, with both exploratory and inferential statistical techniques used, including sampling, estimation, and hypothesis testing.

### **MBAD 6233. Financial Markets. 1.5 Credit.**

Sources of managerial information provided by money and capital markets, primary and secondary markets, and cash and futures markets. Money and capital market instruments, relevant return measures, risk metrics for bonds and equities. Prerequisites: MBAD 6211; and MBAD 6222 or MBAD 6224; and MBAD 6242.

### **MBAD 6234. Financial Management. 1.5 Credit.**

Theory, policy, and practice in financial management. Financial analysis, sources of funds, investing, capital planning and budgeting, dividend policy, and working capital management.

### **MBAD 6235. Finance. 3 Credits.**

Sources of managerial information that are provided by money and capital markets, primary and secondary markets, and cash and futures markets. Money and capital market instruments, relevant return measures, risk metrics for bonds and equities. Theory, policy, and practice of financial management are examined through the elements of financial analysis, sources of funds, investing, capital planning and budgeting, dividend policy, and working capital management. Prerequisites: MBAD 6211, MBAD 6224 and MBAD 6242; or MBAD 6211, MBAD 6221, MBAD 6222 and MBAD 6242; or DNSC 6202, MBAD 6211 and MBAD 6242.

### **MBAD 6241. Global Perspectives. 1.5 Credit.**

Differences between the domestic and international environments and their implications for management. Differences in the organization of institutions of capitalism across countries.

### **MBAD 6242. Microeconomics for the World Economy. 1.5 Credit.**

The economics of supply and demand in product markets. Theory of the firm (production and cost structure) and its competitive environment (perfect competition, monopoly, oligopoly, and monopolistic competition).

**MBAD 6243. Macroeconomics for the World Economy. 1.5 Credit.**

How firms are affected by the performance of the macro economy and the macroeconomic variables that should be factored into managers' decision-making processes. The behavior of output, employment, interest rates, inflation, and exchange rates.

**MBAD 6244. International Management. 1.5 Credit.**

The challenges of operating in different cultures, implications of cross-national differences in institutional environments, and difficulties of designing effective organizational structures for coordination and control in multinational operations. Prerequisite: MBAD 6241.

**MBAD 6245. Global Perspectives. 3 Credits.**

How decisions and processes are modified for the complex global arena. Differences between the domestic and international environments and the implications for management; variations in the organization of institutions of capitalism across countries. Challenges of operating in different cultures, effects of national differences in institutional environments, and design of organizational structures for coordination and control in multinational operations.

**MBAD 6246. Global Economy. 1.5 Credit.**

Linkages within the global economy. International macro and micro economic and financial developments and trends in developed, emerging, and developing economies. Focus on understanding macroeconomic data, sources of long-term growth, critical global issues that impact long-term development, mega trends, globalization and technological advances, and cyber security issues. Restricted to students in the World Executive MBA program.

**MBAD 6247. Consulting Practicum and International Residency. 3 Credits.**

Students gain consulting experience with an actual company in areas including global economics, finance, and cyber-security. Combination of on-campus coursework and overseas travel. Restricted to students in the world executive MBA program.

**MBAD 6252. Management of Information Systems. 1.5 Credit.**

An introduction to bridging the gap between the decision-making needs of managers and the terminology of technical personnel within an organization. The transformation of organizations in the digital economy.

**MBAD 6253. Management of Technology and Innovation. 1.5 Credit.**

Business, technological, economic, and political factors that influence the development and adoption of new technology. Management concepts and practices useful in enhancing corporate innovation. Corporate venture divisions and organizational alternatives.

**MBAD 6254. Database and Data Warehousing. 1.5 Credit.**

An introduction to the model, design, and use of database and data warehousing systems for identifying, understanding, and designing database-centric solutions for business and organizations.

**MBAD 6261. Organizations and Leadership. 1.5 Credit.**

A behavioral perspective on core leadership concepts at the individual, team, and organizational level. Students apply these concepts to examine their own leadership qualities in organizations. Experiential exercises and participation in team projects.

**MBAD 6262. Managing Human Capital. 1.5 Credit.**

Issues of corporate culture, strategy implementation, growth management, employee recruitment and retention, organizational behavior, diversity, ethics, and legal aspects of business. How human resource policies and practices can become a source of competitive advantage.

**MBAD 6263. Organizations and Human Capital. 3 Credits.**

Formal and informal organizational dynamics related to leading and managing human capital. Motivation and compensation, managing diversity, power and employee relations, organizational culture and change, leadership and decision making, and staffing and performance management.

**MBAD 6265. Entrepreneurship. 1.5 Credit.**

The "entrepreneur as a phenomenon." The theory as well as the experiences associated with entrepreneurs, entrepreneurial acts, and entrepreneurship in all organizational settings—large and small, public and private.

**MBAD 6272. Nature of Markets. 1.5 Credit.**

Marketing as an organizational function as well as a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

**MBAD 6273. Marketing Decisions. 1.5 Credit.**

Formulation and implementation of marketing strategy, applying the analytic perspectives, decision tools, and concepts of marketing to the elements of marketing strategy. Prerequisite: MBAD 6272.

**MBAD 6274. Marketing. 0-3 Credits.**

Marketing as an organizational function creating, communicating, and delivering value to customers while managing customer relationships in ways that benefit both the organization and its stakeholders. Formulation and implementation of the elements of marketing strategy through the application of concepts of marketing, analytic perspectives, and decision tools.

**MBAD 6281. Business Ethics. 1.5 Credit.**

Businesses are experiencing increasing challenges and opportunities to ensure that they demonstrate integrity in all of their activities, both internal and external to their operations. Perspectives, information, and skill development in advancing the value of integrity in business organizations.

**MBAD 6284. Business and Public Policy. 1.5 Credit.**

The theory and practice of managing organizations in the context of a rapidly changing global environment. Structure, design, and operation of organizations as interrelated systems and integration of internal and external environments.

**MBAD 6285. Business Law. 1.5 Credit.**

The legal environment of business, with particular attention to the liability of organizations and their managers for contracts, torts, and crimes. Strategies for avoiding litigation, including the development of clear, concise, and accurate writing.

**MBAD 6286. Strategy Formulation and Implementation. 1.5 Credit.**

An integrative approach to strategic management, stressing the general manager's perspective, strategy formulation, implementation of strategy and policy, and evaluation and control of strategy in various types of organizations. A capstone course to be taken after completion of all core requirements. Prerequisite: All other MBA core courses.

**MBAD 6287. Strategy Fundamentals. 1.5 Credit.**

An introductory approach to strategic management, stressing the general concepts and methodologies used in strategic management and providing a foundation for the MBA learning experience.

**MBAD 6288. Strategic Management. 3 Credits.**

An integrative approach to strategic management; general manager's perspective, strategy formulation, implementation of strategy and policy, and evaluation and control of strategy in various types of organizations. Prerequisites: MBAD 6211, MBAD 6213, MBAD 6223, MBAD 6224, MBAD 6235, MBAD 6242, MBAD 6245, MBAD 6263, MBAD 6274 and MBAD 6289.

**MBAD 6289. Business Ethics and Public Policy. 3 Credits.**

Political, legal, social, economic, and ethical forces acting upon business. Interaction of the market system and public policy process in the development of law and regulation.

**MBAD 6290. Special Topics. 0-3 Credits.**

May be repeated to a maximum of 3 times.

**MBAD 6291. Business Communications. 0-1.5 Credits.**

Practical and effective written and oral communication skills for the business environment. Focus on developing and delivering messages clearly, concisely, and effectively, and on learning to write in plain English. The purpose and mechanics of different forms of business communications. Strategies for routine communications challenges.

**MBAD 6293. Consulting I. 3 Credits.**

Instruction in and application of the integrative problem-solving, communications, and leadership skills required by the successful management consultant.

**MBAD 6294. Consulting Abroad Project. 0-3 Credits.**

Students gain practical experience in the global environment through engagement in projects provided by international or foreign companies. A representative of the company visits GW to work with students during the associated practicum. Students work on projects during the seven-week practicum prior to the international residency.

**MBAD 6295. Interdisciplinary Projects. 1-6 Credits.**

Project and experiential studies of an interdisciplinary nature involving student teams and faculty from more than one field of study. Permission of the MBA program director required prior to enrollment. May be repeated for credit.

**MBAD 6296. Business Challenge. 1.5 Credit.**

Students identify a business challenge in their own organization and formulate a proposal to address the challenge within the organization's social, political, and technical contexts. The problem and proposal are formally presented at the end of the course. Restricted to Limited to World Executive MBA students.

**MBAD 6297. Business and Innovation. 1.5 Credit.**

Innovation as a core business process involving technological, market, and organizational change. Strategic decisions, capabilities, and moves made or developed in established firms to create, deliver, and capture value. Restricted to students in the World Executive MBA program.

**MBAD 6298. Graduate Internship in Business and Management. 0 Credits.**

Structured practical experience. Permission of the instructor required prior to enrollment.