

**MBA Classes**  
**Effective F2011 – Course Descriptions - 3/22/2011 11:27 AM**

**MBA 501, Corporate Financial Accounting, 1.5, #9682**, Analyzing financial accounting and reporting issues used by perspective managers.

**MBA 502, Managerial Accounting, 1.5, #9683**, Objectives and procedures of cost accounting. Topics include job costing, joint product costing, cost behavior analysis, standard costs, cost allocation problems, and cost data use in management.

**MBA 505, Leadership 1: Interpersonal Interaction and Influence 2.0, #9691**, Developing skillful business communication techniques, particularly in writing and interpersonal influence. Learning accepted business correspondence and report-writing concepts.

**MBA 510, Management & Information Technology, 1.5, #9696**, Management and control with information technology. Information flow, database design, and use applied to cost controls and managerial decision making.

**MBA 520, Business Finance, 3.0, #0898-09**, Short-term financing of a business operation. Developing techniques for financial planning, such as analysis of ratios, profitability, and liquidity.

**MBA 524, Intermediate Financial Accounting, 1.5, #11223**, This course focuses on areas of financial reporting where managers have considerable discretion including: pensions, leases, equity securities, earnings, dilution, employee stock options and deferred taxes. The dynamics between auditors, managers, and financial analysts will also be discussed.

**MBA 527, Financial Statement Analysis, 1.5 #10206**, Analysis of financial statements and the accompanying footnotes. How various accounting methods might affect interpretation and use of financial information.

**MBA 528, Managerial Finance, 3.0**, For non-finance track MBA students who would like some additional corporate finance training.

**MBA 529, Strategic Logistics Management, 3.0, #11224**, The application and integration of logistics-related topics including materials management, physical distribution, inventory management, warehousing, logistics network design, customer service, packaging, and materials handling.

**MBA 530, Operations Management, 3.0, #9688**, Examining issues and tools in production and operations management. Specific tools for forecasting, planning, inventory control, and project management presented and developed.

**MBA 532, Purchasing and Supply Management, (3.0)**, Focuses on upstream supply chain activities of supplier selection, management, and development. Topics will include: negotiations, costing, product development, and commodity analysis.

**MBA 535, IPD Seminar, .5, #10354**, Review research in product and process development, reports on internships, and guest speakers on the topic of product and process development.

**MBA 536, Training and Development, 3.0**, Analyzing learning theories, training methods and strategies, training and development applications, and production and use of current technology for training and human resource development.

**MBA 537, Change Management, 3.0**, Theory and practice of change in organizations.

**MBA 539, Theory & Practice of Third-World Development, 3.0**, Paradigms of economic development; strategies and applications in various societies.

**MBA 541, Micro Organizational Change, 3.0**, #04212-006 Introduction to the development of micro-organizational behavior paradigms and their potential implications for understanding and influencing change in organizations.

**MBA 542, Micro/Macro Organizational Behavior, 3.0** #04201-006, Foundation for understanding organizations – behavior, structure, purposes, including models and diagnostic frameworks. How overall environment and societal context shape individuals and organizations..

**MBA 543, Consulting, 1.5**, #04206-003, The consulting cycle (contracting, diagnosis, data gathering, etc.); managing a small consulting practice, and the nature and organization of consulting business and industry.

**MBA 544, Teams Management and Consultation, 3.0**, Investigating the dynamics that make teams successful, analyzing pitfalls of working in teams, and exploring recommendations to improve team effectiveness, identifying and resolving common team challenges, as team members and consultants to an external team.

**MBA 545, Human Resource Management, 1.5**, #9920, Analysis of individual, group and organizational variables that facilitate or inhibit effective organizational functioning. Topics include motivation, rewards, leadership, conflict, decision making, structure, evaluation, and change.

**MBA 546, Human Resource Management Skills, 3.0**, The skills and competencies required to perform human resource management functions, including selection, compensation, performance evaluation, training evaluation, organizational assessment, and research methodology.

**MBA 547, Labor Relations, and Employment Law 3.0**, US/International labor/industrial relations. History, labor law, union organizing campaigns, contract negotiations, arbitration, union avoidance. Employment discrimination, work policies, workplace safety and health.

**MBA 548, Strategic Human Resource Management, 3.0**, HRM from manager's perspective. Employment relationship, recruiting/selection, employment law, performance management, HRM in emerging companies. Managing human assets within firm's strategy, industry, stakeholder environment.

**MBA 549R, Professional Seminar in Organizational Behavior, VAR .5 - 3**, Special topics or problems varying from semester to semester, e.g., conflict resolution, power and influence, intergroup relations, career development and planning, and management skills.

**MBA 549R, FLEX TITLE, Work and Family, VAR**, Research and practical application related to successfully harmonizing one's family and work lives.

**MBA 549R, FLEX TITLE, Understanding Organizations, #04204**

**MBA 550, Marketing Management, 3.0, #0895**, Development of analytical marketing tools and techniques; their utilization in case analysis and decision making in marketing management.

**MBA 553, Pricing and Positioning Tools for Marketing, 3.0, #10207**, Developing computer-based statistical analysis skills for marketing to enhance the decision-making and strategic thinking abilities of marketing managers. Topics include segmentation, targeting, positioning, pricing, etc.

**MBA 554, Internet Marketing, 3.0, #9564**, Marketing strategy for business on the internet; marketing research, sales, and promotional concepts.

**MBA 555, Competitive Intelligence, 3.0, #10358**, Overview of competitive intelligence process, including information collection, intelligence analysis, dissemination, ethics and establishing the process from a managerial perspective.

**MBA 556, Advertising and Promotion, 3.0, #10359**, Key issues facing marketing managers when promoting products and services. Cases, readings and research on the elements of effective communication strategies and promotional programs.

**MBA 578, (NEW FALL 2011), Theory-Based Organizational Scholarship, 3.0**, Recommended for students considering a PhD and others who want to sharpen analytical skills. Using a concept of their choice, students learn how to make theoretical contributions and theorize using graphical models.

**MBA 580, Business Strategy, 3.0, #9693**, Introduction to strategic planning; concepts, models, and analysis.

**MBA 584, Intro to Global Management 1.5, #9695**, Foundations in global management integrating strategy, finance, operations, marketing and human resource management.

**MBA 590R, Consulting Field Study, Var .5-3.0, #9697**, Working as a team with faculty and management in strategic consulting projects for local, national, and international business.

**MBA 590R, Business Plan Competition Mgt, FLEX TITLES, #09697-001**, Directors of the BYU Business Plan Competition learn and apply skills in leadership, governance, financial management, mentoring, and VC/Angel networking. Application and faculty approval required.

**MBA 591R, Integrative Exercise, VAR .5 – 3.0, #8520**, Integrated applications of case analysis and presentation skills. Group work to analyze cases and formulate recommendations followed by professional presentations to groups representing management.

**MBA 593R, Management Seminar, .5, #6892**, Invited guests speak on topics of general management interest ranging from ethics, industry problems and opportunities, government policies, and relevant current events.

**MBA 598R, Curricular Practical Training, .5**, Hands-on practical training for MBA international students to be taken after their first year of the MBA program.

**MBA 601R, MBA Newsletter Practicum, 1.5 – 3.0, #10355**, Focuses on journalistic writing, layout, graphics, software, and distribution principles as MBA newsletter is created.

**MBA 602, Taxation for Decision Makers, 3.0, #6178**, Analysis of business and individual transactions for their tax factors. Basic structure of the law and implications for both personal and corporate income tax.

**MBA 604, Business Ethics, 1.5, #9700**, Basic issues, concepts, and tools of management ethics; includes ethical theory, character ethics, and social responsibility; all taught in a gospel context.

**MBA 605, Decision Analysis, 1.5, #10209**, Provides tools and perspectives to apply analytical decision-making tools to management situations using spreadsheet decision models based on concepts of risk, uncertainty, and multiple criteria.

**MBA 606, Optimization, 1.5, #10210**, Tools and perspectives to apply analytical decision-making tools to management situations, emphasizing spreadsheet decision models that optimize a key variable, subject to constraints.

**MBA 608, Simulations, 1.5, #10212**, *Prerequisite: MBA 607 or equivalent*, Applying Monte Carlo and systems simulation, along with appropriate software, to address management problems.

**MBA 609, (NEW FALL 2011) Money, Financial Markets and Forecasting, 3.0, #12016**, Applying macroeconomics and statistics to understand key institutions, anticipate business conditions, predict interest rates, and forecast market indicators.

**MBA 610, Advanced Process Facilitation, 1.5**, The facilitator role in organizations; work techniques and structured processes that enable effective group (team or business unit) performance.

**MBA 614, Spreadsheet Automation and Modeling, 3.0, #11542**, Programming in Excel VBA: automating common tasks; retrieving data from web servers; building optimization models and user forms. *Prerequisite: admission to a MSM graduate program.*

**MBA 615, Spreadsheets for Business Analysis, 1.5, #11225**, Use of spreadsheets to support business analysis and decision making. Includes sensitivity analysis, pivot tables, introductions to data bases and macros, charting and similar topics.

**MBA 617, Business Risk Management, 3.0, #6264**, Management of risk exposures in a business setting. The process of identifying, measuring, and dealing with risk. Coverage includes both traditional insurable risks and financial risks.

**MBA 618, Financial Markets, 3.0**, Learn how financial markets work. Understand terminology of markets. Gain exposure to market professionals and institutions. Develop skills in company analysis, portfolio management, and Excel spreadsheets. Prepare for careers in financial markets.

**MBA 619, (do we need to submit this) Customer Relationship Management, 3.0, #9407**, *Prerequisite: an introductory operations management course or instructor's consent.* Methods and principles for effective management of customer-interactive processes. Facilitating customer roles in the supply chain pertaining to cost, quality, and workflow. Using customer service technology for strategic advantage.

**MBA 620, Personal Financial Planning, 3.0, #0896**, Financial decision making for households; income tax, retirement and estate planning, investment strategy, portfolio management, and personal risk management. Business interest affecting personal finances.

**MBA 621, Advanced Corporate Finance, 3.0, #6183**, Issues such as mergers/acquisitions, valuation, financial restructurings, leveraged buyouts, capital structure, international portfolio analysis, tax-driven decisions, leasing, recapitalizations, industry restructurings.

**MBA 622, Investments, 3.0, #0924**, Basic principles and techniques of investment analysis and portfolio selection and management. Portfolio policies available to investors.

**MBA 624, Capital and Security Markets, 3.0, #0930**, Functions and instruments of capital markets: relationships to money markets, historical background, structures, and analysis of significant economic problems and trends in the markets.

**MBA 626, Derivatives & Fixed Income, 3.0** (prerequisite 622) Valuing & using derivatives & fixed income securities. Key concepts include: equilibrium pricing, arbitrary pricing and financial engineering.

**MBA 627, International Finance, 3.0, #6781**, Impact that currency, tax, and capital market variations between countries have on sourcing of funds, management of working capital, investment of funds, and protection of assets. Understanding the foreign exchange market.

**MBA 628, Issues in Global Trade and Finance, 3.0, #10213**, Global market issues for public and private sectors. Impacts of trade and economic integration; global rule of financial markets and institutions.

**MBA 629 A & B, Silver Fund, 3.0, #8725**, Team management of actual investment portfolios for a full year. Responsibility for economic forecasts, security selection, and portfolio strategy. Students apply for a position of management in the spring for the following year. Selections for participation made by faculty committee.

**MBA 630, Managing for Results, 3.0**, Essential skills for effective self-management; role, characteristics and supervisory skills; structuring a work environment and enhancing the quality of professional and personal life.

**MBA 631, Power, Influence and Negotiation, 3.0**, Analysis of power and influence processes; develop observational skill; roles of networks, social capital and influence in organizations; employing power and influence to negotiation effectively.

**MBA 632, Social Entrepreneurship, 3.0**, Theory and practice of starting, financing, assessing and managing successful mission driven for profit and non profit ventures. Strategies, pitfalls and tools in use.

**MBA 633, (NEW FALL 2011) Global Supply Chain Strategy, 3.0, #11328**, course teaches how companies win fiercely competitive battles for customer loyalty by bringing together the complementary competencies that reside up and down the supply chain to create unique value in a rapidly changing, global environment.

**MBA 634, Quality Management, 3.0, #0918**, Concepts of quality management; strategic issues, philosophies, and tools used to implement and control quality.

**MBA 637, (DELETE FALL 2012) Global Supply Chain, 3.0**, The emerging rules of a global marketplace and their influence on key supply chain activities and processes.

**MBA 638, Strategic Issues in Operations, 3.0, #8073**, Interface of strategy and manufacturing. Topics

include: capacity and facilities management, work force management, quality management, technology management, vertical integration, manufacturing infrastructure, manufacturing interface with other functions, and incorporating manufacturing in corporate strategy.

**MBA 639, Product Development: Market to Concept, 3.0, #9293**, *Prerequisite: graduate standing as a student in the MBA MeEn, MFET, or instructor's consent.* Strategies, processes, tools and methods in product development, focusing on the initial stages of market and competitive assessment to concept development.

**MBA 640, Leadership 2: Strategies for Leading and Managing Organizations, 1.5, #9925**, Understanding and building individual leadership skills required for a global business environment.

**MBA 641, The Consultative Process, 3.0**, Consulting skills and practice: philosophy, interventions, tools, and theories. Consulting project required.

**MBA 643, Advanced Human Resource Management, 3.0**, Advanced analysis of human resource functions, staffing, performance, evaluation, compensation and benefits etc), with emphasis on selected new developments the HR field such as certification.

**MBA 644, Identity and Diversity in Organizations, 1.5, #11327**, Dynamics of identity and diversity in organizations, considered from three perspectives: interpersonal, intergroup, and institutional. Helping managers work more effectively with different employee populations.

**MBA 645, International HR, 3.0**, Understanding national, organizational and ethnic cultures and cultural frameworks used for business. Cross-country analysis; focus on international human resource issues and working abroad.

**MBA 646, Designing & Leading Teams, 1.5, #10215**, The effective design and leadership of teams. Topics include team structure and composition, individual and group autonomy, power and influence, and team conflict.

**MBA 647, Knowledge Management, 3.0**, Processes of social and organizational learning at the individual, group, and organizational levels. Processes and practices by which knowledge is acquired, shared, and applied.

**MBA 648, Capstone: Integrating Theory and Practice, 3.0**, Applying OBHR Knowledge and practitioner change models to enhance organizational effectiveness and business performance. Requires demonstrating utility of theory for individual, team or organizational change.

**MBA 650, Research Methods in Marketing, 3.0, #625** Integrating problem formation, research design, questionnaire construction, sampling, data collection, and data analysis to yield decision-making information. Examining the proper use of statistical applications and qualitative methods with an emphasis on results interpretation.

**MBA 651, Marketing Field Study, 3.0**, Completing and analyzing a marketing project in cooperation with corporate clients. Responsibilities include problem definition, project management, report development, and presentations. (Students must take this course concurrently with MBA 650).

**MBA 654, Sales Management, 3.0, #0922**, Personal selling and sales management, including strategic role of personal selling; business to business selling; organizing, directing, and compensating the sales force; and evaluating sales performance.

**MBA 655, Consumer Behavior, 3.0**, Improving managerial decisions by gaining an in-depth understanding of consumers. Topics include transproduct consumer needs, perception, information processing, persuasion, decision-making and post-consumption evaluation.

**MBA 657, Brand Management, 3.0, #6260**, Developing and managing consumer and international products: product selection, line planning, brand management, packaging, market testing, government regulations, market launch, and competitive strategy.

**MBA 658, International Marketing, 3.0, #7316**, Institutions and techniques related to marketing goods and services in other countries: international dimensions of product, price, distribution channels, and promotion as they are adjusted to meet social, cultural, and political environments found in other countries.

**MBA 659, Business-to-Business Marketing, 3.0, #8536**, Examining the scope and challenges of business-to-business markets, including building and managing customer relationships and services, customer selection, B2B distribution channels, managing R&D and technical product development, new-product launch, positioning and pricing.

**MBA 660, Advanced Brand Strategy, 3.0, #6527**, Strategic market analysis and development and implementation of a strategic marketing plan for a new product, new business, or an ongoing operation.

**MBA 661 Global Business Negotiations, 3.0, #11330**, Concepts/practices of effective negotiation in global marketplace. Experiential learning techniques – case studies, role plays, simulations, videos to develop skills. Cross-cultural international factors that impact negotiation.

**MBA 664, Venture Capital Private Equity, 3.0, #11226**, Academic and applied experience opportunities focusing on VC & Private Equity industries, capital acquisition, due diligence, management, governance issues, and best practice decision making.

**MBA 665 A & B, Adv. Venture Capital/Private Equity Strategies, 3.0, #11227**, Prerequisite: MBA 664; application required. Applied experience in VC/Private Equity, conducting due diligence on clients, industry, competition; observation and participation in deal structure, tracking progress of funded client companies. Year-long course.

**MBA 669, Entrepreneurial Strategy, 3.0**, Development and application of strategies in emerging businesses with focus on strategic business models, capital acquisition, and competitive differentiation in new businesses, especially e-businesses. Students consult directly with businesses.

**MBA 670 – Innovation & Entrepreneurship, 3.0**, Creating and capturing value through individual and organizational innovation; strategies to increase the flow of innovation and the probability of success.

**MBA 672, Entrepreneurial Marketing, 3.0, #11477**, Topics include marketing to investors, internal marketing, and how to market products/services without a marketing budget.

**MBA 673, Creating New Ventures, 3.0, #11665**, Creating and operating new ventures through the funding stage. Drawing heavily upon post-undergraduate professional experience, students will build a business plan through analyzing ideas, customers, markets and potential financial performance.

**MBA 674, Managing New Ventures, 3.0, #11666**, Drawing heavily upon the post-undergraduate professional experience, students will operate and grow high-tech or growth businesses after creating a new venture and securing funding.

**MBA 677, Competitive Strategy, 1.5**, Strategic decision-making in the context of market competition where strategy choices among rivals are interdependent; utilizing game theory and other tools to create competitive advantage.

**MBA 681, Strategy Implementation, 1.5, #9926**, Creating alignment among organizational elements of the firm; managing strategic change; and the role of personal and business values in strategy.

**MBA 683, Creative Strategic Thinking, 3.0, #11333**, Understanding the conditions under which creative ideas/strategies emerge; building skills at creative strategic thinking; generating valuable ideas for companies.

**MBA 684, Managing Mergers and Acquisitions, 1.5, #10362**, This course explores the motives, organizational processes, financial structures, and performance outcomes of mergers, acquisitions and divestitures.

**MBA 685, Strategic Decision Making, 1.5, #11334**, Economic, philosophical (logical), psychological, political, and history-based models of decision making and judgment; improving students' decision making processes.

**MBA 686, Real Estate Analysis: Finance and Investment, 3.0, #6262**, Applying principles and techniques of property investments, including determining value, financing arrangements, and marketing and management problems.

**MBA 687, Strategic Simulation 1.5, #11228**, Students form into teams participating in an on-line strategy experience and practice skills in strategy formulation, group decision making and strategy execution.

**MBA 688, Corporate Social Innovation, 1.5**, Examines and applies models of social innovation unique to corporations: direct investment, partnerships with governments and/or NGO's, direct or foundation-based philanthropy, and industry or sector level interventions, in both domestic and international contexts.

**MBA 690R, Management Field Study, VAR 1-3, #6787**, Experience working with faculty and management in assisting businesses with specific projects.

**MBA 691, Real Estate Development, 3.0, #11335**, Applying financial and real estate principles to practical property investments. Insights into the real estate profession emphasizing development.

**MBA 692, Creating and Managing Social Ventures, 3.0**, Issues facing social ventures and founding social entrepreneurs; understanding complex systems of for-profit, nonprofit, domestic, and international development organizations incorporating managerial theory, practice, skills into social venture business plans.

**MBA 693R, Readings and Conference, VAR 1-3, #6898**, Subject to be arranged with instructor. Approval must be obtained from the MBA Office.

**MBA 694R, (NEW SPRING 2011) Social Innovation Projects (Study Abroad), VAR 1-3, Direct, practical on-campus and off-campus experience consulting with established and recognized social innovators and their social ventures. Students are accepted to work on specific projects based on their skills and application to each project.**