

COURSES

- MBA 548E Budgeting/Finance for Community Orgs 2 CREDITS**
This course provides basic economic, financial, and accounting tools for leaders in nonprofit organizations, social service agencies, and other community organizations. Students will learn the economic and financial principles that guide policy-making, how to conduct economic and financial analyses of proposed projects and initiatives, and how to set up and manage a budget. Students will apply these concepts to projects from their work-place and community settings.
- MBA 560E Entrepreneurship 2 CREDITS**
This course explores the entire cycle of new venture creation from concept development to cash flow; including idea generation, feasibility research, planning, funding, building a team, executing the launch, finding customers, and producing profit. The course focuses on the skills and activities of successful entrepreneurs: they know their industry, seize opportunities, work with passion and tenacity, build powerful teams, get more from less, provide phenomenal customer service, differentiate their products and services, and contribute to their communities. At the conclusion of the course students will understand the challenges of starting a business, the keys to success, and whether or not self-employment is right for them.
- MBA 600B Marketing Fundamentals 1 CREDIT**
This course provides an overview of marketing in order to clarify the role of marketing in business and society. Students will learn the elements of marketing (i.e., the 4 P's) within an organization, and the environment in which marketing occurs. The course also helps generate awareness of various firms' marketing activities and tactics.
- MBA 601B Survey of Economics 1 CREDIT**
This course explores the fundamental concepts of economics and presents the major insights of economic analysis. While economics has many facets, this course focuses on central unifying principles of economics. The course examines individual behavior as well as the collective behavior of businesses and industries, governments and countries, and the globe as a whole. Microeconomics starts by thinking about how individuals make decisions. Macroeconomics considers aggregate outcomes. The course demonstrates how the two points of view are essential in understanding most economic, social, and business phenomena.
- MBA 602B Business Quantitative Analysis 1 CREDIT**
The course explores fundamental statistical tools of analysis essential for decision-making in business. The course uses an examples-based approach to introduce fundamental concepts in statistics including data exploration, probability and probability distributions, sampling and sampling distributions, and estimation and hypothesis testing. Course materials are based on a spreadsheet program (Excel) that is used to formulate, analyze, and solve a wide variety of business problems.
- MBA 603B Financial Markets and Institutions 2 CREDITS**
This course provides the student with knowledge of global financial markets; the institutions that operate in those markets and the manner in which various markets and institutions interrelate. The course covers: types of markets and financial institutions; determinants of interest rates; the risk and term structure of interest rates; asset-backed securities; forwards, futures, options, swaps, and other derivatives; and equity markets.
- MBA 604B Financial Statement Analysis 2 CREDITS**
This course explores the concepts and application of recording, analyzing and reporting business transactions and processes for financial reporting and analysis. The course focuses on understanding published financial statements and using the information to analyze the performance and future prospects of the business.
- MBA 605C Communication and Teamwork 2 CREDITS**
In today's complex, volatile business climate, leaders must communicate skillfully and work effectively in teams. Research spanning several decades consistently has shown that leaders with strong communication and team skills are more likely to receive job offers and promotions, and they're more successful when faced with a wide range of leadership challenges, including working in teams, coaching others, and resolving conflicts. Leaders who communicate well are more credible, and leaders with well-developed team skills are more effective. This course focuses on working skillfully with teams and communicating clearly in writing, presentations, discussions, and in interpersonal situations.
- MBA 610C Data and Decision Analytics 2 CREDITS**
Data and decision analytics explores the strategic significance of statistics in developing the scientific framework for organizational decision making. The course analyzes approaches to decision making under uncertainty and problems in optimization including shadow prices and linear programming. Topics include expected monetary value (EMV), sensitivity analysis, decision trees, multivariate regression model building and diagnostics, extrapolation and model-based forecasting, exponential smoothing, Box-Jenkins ARIMA methodology, and simulation modeling, designed to facilitate aspects of organizational decisions. Prerequisite: MBA 602B.
- MBA 615C Creating Competitive Strategies 2 CREDITS**
This course focuses on strategic management principles, including the tools of strategic decision-making, basic analysis of competitive advantage, and strategy alternatives at various levels. In the course students evaluate real-world business scenarios and create recommended strategies for organizations.
- MBA 620C Managerial Economics 2 CREDITS**
Managerial economics applies economic concepts and economic analysis to the problems of formulating sound managerial decisions. The course is a thorough blending of insights from economics with business knowledge and applications. The course explores managing in competitive and non-competitive markets, quantitative analysis of demand, production and cost, theories and applications of pricing and resource allocation, contract theory, information economics, and the role of government in the marketplace. Prerequisite: MBA 601B and MBA 604B.
- MBA 625C Leadership and Decision Making 2 CREDITS**
This course is designed to increase students' understanding of human behavior in organizations and build effective leadership and decision-making skills.
- MBA 626E Lectures in Entrepreneurship 2 CREDITS**
This course brings successful entrepreneurs from the community into the classroom. Each entrepreneur will discuss critical issues relevant to his or her business: developing the idea, validating the concept, planning the venture, raising funds, building a team, launching the company, sales and marketing, customer service, growing the business, and the keys to success. Students will relate the key principles taught by each entrepreneur to research and theory they have learned in other courses, and then apply what they have learned to the creation of new ventures. This course is repeatable for credit.
- MBA 627E Social Entrepreneurship 2 CREDITS**
In this course, students will learn innovative approaches to creating and leading enterprises designed to address community issues. The course prepares students to apply management and entrepreneurial skills creatively in for-profits, nonprofits, foundations, and advocacy groups, and helps them learn to apply business management principles to social problems and opportunities. Learning approaches include cases, films, readings, and guest speakers from a variety of organizations in the community.
- MBA 628E Marketing New Ventures 2 CREDITS**
This course brings together all the topics, concepts and skills relevant to marketing new ventures. It addresses the unique issues and challenges entrepreneurs face when bringing new products and businesses to market. Students will study the marketing strategies and methods used by start-up, early-stage, and small-business enterprises. The course compares conventional marketing with entrepreneurial marketing through use of the case method.
- MBA 630C Managerial Accounting 2 CREDITS**
This course is concerned with the study and application of accounting concepts in relation to planning and control of business operations. Quantitative techniques for forecasting and budgeting and the behavioral impact of accounting systems will be included.
- MBA 634E Business Model Development 2 CREDITS**
Develops a framework for beginning an entrepreneurial firm with the focus on being and remaining innovative, starting with the business plan and continuing through the firm life cycle. Using case studies to develop successful

business plans, the course specifically analyzes the market need, financing options, demand estimation, and financial forecasting. Through each phase of the planning, special emphasis is accorded to issues surrounding firm flexibility versus rigidity for maximum receptiveness to innovation. Models for the continued use of planning criteria for post start-up phases are developed and analyzed.

MBA 635C Marketing Management 2 CREDITS

This course is designed to provide the learners with the understanding necessary to develop and implement marketing strategies that profitably satisfy customers' needs. Through this course, learners gain knowledge and skills for effective decisionmaking, strategic planning, execution, and evaluation in a wide variety of business situations. The course addresses the importance of organizations being market-oriented in order to secure long-term and reliable revenues and profitability.

MBA 637E Negotiations and Persuasion 2 CREDITS

This class focuses on negotiation and persuasion principles as a basic means to go about getting what you want from others. The class is based upon the theory of rhetoric with primary focus being placed on the application of this theory to back and forth communication designed to reach agreements with others. The class will utilize videotaped simulations, role plays and actual negotiation assignments in order to develop negotiation and persuasive techniques.

MBA 640C Executive Decision Making & Financial 2 CREDITS

This course introduces techniques for high-level financial performance evaluation and decision-making. The course focuses on capital structure, cost of capital, investment decisions, valuation, and working capital management.

MBA 643E High Performing Organizational Cultures 2 CREDITS

Every organization has a culture. This culture can either enable or hinder organizational success. In this course, we will work with a number of tools that will help you understand what you do and perhaps do not know about your organization's culture; assess your organization's culture and identify areas for improvement; think strategically about the possibilities of organizational culture change; and identify specific action steps you can and should take to move your organization along the journey of being a high-performing organizational culture.

MBA 644E Expl Innovative Organizational Cultures 2 CREDITS

From W. L. Gore & Associates to Morning Star to Semco to Zappos, more organizations are being structured as "self-managing" or "self-organizing" systems. In this course, we will explore the workings of these exemplary organizations, and others, to try to understand the deep dynamics of high-performing self-managing organizations.

MBA 645C Ethics and Corporate Governance 2 CREDITS

This course focuses on the fundamentals of corporate governance, emphasizing the leader's responsibility to make ethical, legal, socially responsible decisions on behalf of the organization.

MBA 647E Creating High Performing Teams 2 CREDITS

Teams are a ubiquitous feature of modern organizational life, but teams serve different functions and purposes. Understanding the different types of teams and matching the team to the task are the first steps in creating high-performing teams. In this course we will consider what makes teams effective and ineffective. We will also consider those occasions when individual effort is likely to be superior to team effort.

MBA 650C Operations Management 2 CREDITS

In this course students will learn to explain and illustrate the purpose, importance and place of operations management in organizations. They also will be able to identify and discuss the key operational issues faced by operations managers. Finally, in the course students will learn to select and apply tools and techniques to analyze complex operational issues, and use them to develop viable courses of action.

MBA 651E The Nonprofit Organization 2 CREDITS

The course provides an overview of the history, development, role, auspices, organization, and purposes of nonprofit agencies in the U. S. and the global environment. Emphasis is placed on structure, planning, program, policies, organizational management, governance and stewardship, resource development, community building, advocacy, volunteer services,

and problems that face nonprofits. Addresses social, political, economic, cultural and ideological issues. Group and individual projects, research on nonprofit agencies, and oral presentations will be included. Class time will include lectures, discussions, case studies, team projects and guest speakers.

MBA 653E Internship 1 to 3 CREDITS

Work experience in field of study or career. Prerequisite: completion of a minimum of 15 Westminster credit hours, completion of the Career Center Internship workshop, and consent of Practice Experience Coordinator and Career Center Internship Coordinator. This course is repeatable for credit.

MBA 655C High Performance Business Strategies 2 CREDITS

This course focuses on designing organizations and leading people in ways that support particular business strategies. In the course emphasis is placed on the tools and principles most useful in eliciting high performance from individuals, teams and large groups in organizations. The centerpiece of the course is a live case study; several individuals from a local organization join the class regularly to discuss their challenges in relation to the topics covered in the course.

MBA 656E Accounting Practicum (VITA) 1 to 3 CREDITS

This course is designed to teach students how to prepare 1040 federal returns and related schedules, prepare multi-state returns and related schedules, and process taxpayers for various financial services administered by the VITA Clinic. Students will be certified by the IRS and trained as financial advocates. Students will also receive ethics training related to tax preparation, cultural sensitivity training, and learn client-interviewing skills. Graduate students must complete all certifications making them eligible to participate in QR and audit teams and supervise undergraduate students. Included certifications are basic, advanced, HSA, military, foreign student and international. Prerequisite: completion of a minimum of 15 Westminster credit hours. Offered spring semester.

MBA 660BV Business Valuation Challenge 2 CREDITS

This course is intended to provide an academically rigorous structure to student participation in the Business Valuation Challenge hosted by Georgia State University, AICPA, and Business Valuation Resources. Two student teams from the Bill and Vieve Gore School of Business have qualified to be among 24 competing teams and will prepare for the competition throughout the majority of the Fall semester. Students in the course will participate in the Business Valuation Challenge. The class will meet in the Financial and Investments Lab (FIL) from 6:30 - 8:30 pm on Monday nights, during which time they'll work with mentors recruited from outside professional valuation consultancies and Richard Haskell, Associate Professor of Finance, BVGSB (course instructor). Students will apply concepts of modern asset valuation modeling to a subject firm/case as assigned by Business Valuation Challenge (<http://www.valuationchallenge.org/>), and AICPA (American Institute of Certified Public Accountants; <https://www.aicpa.org/>), and Business Valuation Resources (<https://www.bvresources.com/>). Students will draw on the asset valuation preparation received in the prerequisite course (FINC 309 or MBA 640), guidance from the assigned industry mentors, input received from the Business Valuation Challenge Mentors/Judges, and course instructor. 24 teams of five students each (of which this course will include two teams) will prepare the valuation case as assigned, prepare a presentation video in support of the valuation, and participate in the final competition to be held at Georgia State University. Each team will also have two students participating as alternates, bringing the total student count in the course to 14. Students will gain a greater understanding of the core concepts of asset valuation modeling, be exposed to firms requiring such skills, and work with students from universities across the nation in the final challenge competition. Students will become familiar with building and executing financial models in MS Excel and how to apply Bloomberg Data Systems, Pratt's Stats, Public Stats, Duff and Phelps Cost of Capital Navigator, Capital IQ and FactSet outputs into those models. Students will also learn to consider comparative valuation inputs and they may be useful in assigning variable levels in representative valuation models.

MBA 660EBB People Centered Leadership 2 CREDITS

This course will explore the subject of people centered leadership. It will provide you with the necessary tools to become highly effective leaders who can positively coach and influence employees to reach their full potential. The course is designed to provide you not only a strong theoretical understanding of the components of people centered leadership, but also hands-on tools and practices to develop your leadership skills and abilities. We will explore many facets of people leadership including building a highly engaged workforce, creating compelling work purposes, having crucial conversations, and growing and developing your employees. In addition, we will discuss several people leadership topics chosen by the class. This is a

highly participatory class that will combine lecture, practical application, class discussions, and team activities to give you an opportunity to build your tool kit of practical skills and knowledge to become a highly effective people centered leader.

MBA 660EC Investing Strateg's: Stocks, Bonds, & Mf 2 CREDITS

This course covers advanced investing with a focus on practical strategies that can be employed by the individual investor in their own personal portfolios. Students will learn in-depth financial market dynamics including how to optimize orders, select stocks based on proven value and growth strategies, evaluate bonds and other fixed-income investments, capitalize on key SEC filings and activism-based investing, understand seasonality and other trading patterns, and take advantage of special situation investing.

MBA 660ECC Investent Strategy and Applications 2 CREDITS

Students in this course will be managing the \$50,000 D.A. Davidson Student Investment Fund for the academic year. MBA 660ECC is paired with MBA 660EH (offered in Spring semester) and students must enroll in both courses. The course will give students experience preparing industry/sector analyses, researching and using various investment styles, making stock selections, monitoring portfolio selections, preparing performance reports and portfolio re-balancing. The class is designed to prepare students for employment opportunities in investment research and management. The course will include materials designed to help students prepare for the Level 1 Exam for the Chartered Financial Analyst professional designation.

MBA 660EH Investment Strategy and Applications 2 CREDITS

Students in this course will be managing the \$50,000 D.A. Davidson Student Investment Fund for the academic year. MBA 660EH is paired with MBA 660ECC (offered in Fall semester) and students must enroll in both courses. The course will give students experience preparing industry/sector analyses, researching and using various investment styles, making stock selections, monitoring portfolio selections, preparing performance reports and portfolio re-balancing. The class is designed to prepare students for employment opportunities in investment research and management. The course will include materials designed to help students prepare for the Level 1 Exam for the Chartered Financial Analyst professional designation.

MBA 660ERR Internet and Social Media Marketing 2 CREDITS

No business practice has changed as much as marketing has in the last 10 years. This change has been brought about by one key factor: the Internet. This course will cover an array of topics related to social media marketing, such as: search engine optimization, social marketing best practices and strategies, Facebook advertising methods, social media policies, etc.

MBA 665C Competing in a Global Environment 2 to 3 CREDITS

This course focuses on global business and includes an international context tour. It provides a framework to develop strategies incorporating global influences for the firm seeking to compete globally and the firm facing competitive pressures from abroad. Economic, social, financial, demographic, diverse and multicultural environments are considered. At the end of the course, students will travel to a region outside the US for a 10-day period, analyzing as a whole the aspects of doing business in a global environment as studied in class. Course meets with MBA PRJ5.6.

MBA 668E Directed Studies 1 to 3 CREDITS

Independent research/readings in areas not fully covered by core or elective courses. Prerequisites: meet all MBA literacy requirements and consent of instructor and school dean. This course is repeatable for credit.

MBA 669E Leadership 2 CREDITS

This is an applied course in leadership from a practitioners perspective. Enhance your personal leadership by learning the power of integrity, purity of motive, trust, and respectful communication. Explore organizational behavior framework and leadership theories to create open and collaborative work environments that engage employees, develop commitment and increase satisfaction. Heighten awareness of your own personal leadership styles, strengths and weaknesses through real world business simulations and cases. Prerequisite: MBA 650C.

MBA 670C MBA Capstone 2 CREDITS

This course enables students to apply incorporate the full range of skills and knowledge learned in the MBA program to complete a major project that helps a company gain competitive advantage. Students choose their own capstone project usually by initiating ac completing a project within the organization in which they are currently employed. The Graduate ETS Major

Field Test is administered in MBA 670C. Prerequisite: Course is taken in the student's last semester.

MBA 675E Introduction to Data Analytics 2 CREDITS

This course will introduce future leaders and decision makers to the current state of data analytics, from the historical development of key technological innovations, to current applications of data science within organizations. The course will review various types of data science practitioners and data analytics tools, and will discuss how to build a data culture within an organization. The course will cover new technological innovations along with how these technologies can be used by a data analytics team.

MBA 676E Applied Data Analytics 2 CREDITS

This course will introduce future leaders and decision makers to the most frequently used tools of data analytics, including database languages, programming languages, and visualization tools. The data types, their transformations, and their interpretations will also be emphasized. Students will use the tools covered to solve a real-world data analytics problem for an organization in the local business community.

MBA 677E Marketing Data Analytics 2 CREDITS

This course will cover the main digital data sources available to marketers today, as well as the analytical tools and methods used to understand that data. Technology such as Excel, R and Tableau will be incorporated into the course. Through an engaged-learning approach you will apply the material to real-world marketing problems and translate the resulting analysis into clear digital marketing recommendations using the framework of the Customer Journey. To do this effectively you must already have a working knowledge of marketing (MBA 635C) and a solid base of probability theory, descriptive statistics and regression analysis (MBA 610C). Fully worked examples will be provided so that the main focus can be on the interpretation of digital marketing data and making clear recommendations that solve the original marketing problem.

MBA 693E Mentoring for Leadership 2 CREDITS

In this highly interactive course, the student is mentored by a C-level professional who helps them develop the skills needed to be a transformative leader in any organization. The mentoring experience is intensive and comprehensive, where the mentee must examine their future holistically, assess their leadership strengths and weaknesses, and learn how to fully leverage their underlying leadership abilities.

MBA ELEC2 Elective Placeholder - Two Credits 2 CREDITS

Use this placeholder course to plan for a two credit elective.

MBA ELEC4 Elective Placeholder - Four Credits 4 CREDITS

Use this placeholder course to plan for a four-credit elective.

MBA ETS Plan for ETS Examination 0 CREDITS

This is a placeholder course to assist students and advisors in planning to fulfill the ETS Examination requirement of the Bill and Vieve Gore School of Business.

MBA PRJ1.1 Negotiations & Confl Resolutio 1 CREDIT

Student learners will understand the negotiation strategy, processes and outcomes. Learners will find common ground between competing differences and commit others to a course of actions and decisions that enhance outcomes. Competencies Evaluated: - Demonstrate professional communication and planning techniques.

MBA PRJ1.2 Salary Negotiation 1 CREDIT

Student learners will understand more about the nature of negotiations. Gain a broad intellectual understanding of the central concepts in negotiation. Improve their ability to analyze the negotiation situation and learn how to develop a strategic plan so as to improve their ability to negotiate effectively. Competencies Evaluated: - Select an appropriate strategy and tactics to complete successful negotiations.

MBA PRJ1.3 Vendor Contracts & Negotiation 1 CREDIT

Student learners will improve their analytical abilities and capacity to understand and predict the behavior of individuals, groups, and organizations in competitive situations. Learn how to evaluate the costs and benefits of alternative actions in the negotiation process. Develop a toolkit of useful negotiation skills, strategies and approaches. Competencies Evaluated: - Develop and prepare strategy and tactics to complete successful negotiations.

- MBA PRJ1.4 Creativity & Compet. Advantage 1 CREDIT**
 Student learners will discover multiple methods of generating creative alternatives, establishing contexts that foster creativity, and deciding which alternatives are best suited for each problem. They will also learn the importance of developing an organization's mission, vision, values and goals. Competencies Evaluated: - Develop the mission, vision, values and goals of an organization.
- MBA PRJ1.5 Internal Organization 1 CREDIT**
 Student learners will understand what organizational resources and capabilities are most likely to contribute to sustainable competitive advantage. They will also learn the four essential activities of an organization and how they are linked to business level strategy. Competencies Evaluated: - Use appropriate analytical tools (quantitative and qualitative) to evaluate problems and solutions.
- MBA PRJ1.6 External Environment 1 CREDIT**
 Student learners will discover what forces external to the organization may affect the strategy and competitive advantage of the firm. They will do research to determine the opportunities and threats to the well-being of the organization. Competencies Evaluated: - Explain how social, legal, economic, political, and technological trends (SLEPT) affect the strategy development process.
- MBA PRJ1.F Present & Defense Bus Strategy 1 CREDIT**
 Student learners will develop a business level strategy and determine factors that will result in the success of that strategy. Furthermore, they will recommend and defend proposals for how the company should move forward based on external and internal strengths, weaknesses, opportunities and threats. Competencies Evaluated: - Evaluate personal and organizational performance using performance metrics, industry standards, and/or organizational goals.
- MBA PRJ1.T Manage Teams for Performance 1 CREDIT**
 Student learners will participate as part of a team project to identify an organizational opportunity to achieve specific results and lead appropriate change within the organization. Competencies Evaluated: - Identify a team project to achieve specific results and help to facilitate appropriate change within the organization.
- MBA PRJ2.1 Data Analysis 1 CREDIT**
 Student learners will use statistical and analytical techniques to interpret data and make strategic marketing recommendations. Competencies Evaluated: -Interpret quantitative information to evaluate relevance, implications, and magnitude.
- MBA PRJ2.2 Pricing Strategy 1 CREDIT**
 Student learners will evaluate the factors that affect pricing decisions and analyze markets as a means of setting optimal prices. Competencies Evaluated: - Select pricing decisions and strategic choices based on data analysis.
- MBA PRJ2.3 Product Portfolio 1 CREDIT**
 Student learners will create product portfolios and assess the competitive landscape to be able to develop effective positioning strategies. Competencies Evaluated: - Analyze a company's product mix and make strategic recommendations.
- MBA PRJ2.4 Market Research 1 CREDIT**
 Student learners will design, conduct, and analyze a survey to address key research questions and make strategic recommendations. Competencies Evaluated: - Analyze and assess consumer attitudes and behaviors.
- MBA PRJ2.5 Promotional Strategy 1 CREDIT**
 Student learners will develop a CRM (Customer Relationship Management) proposal for a company and metrics that can be used to track performances. Competencies Evaluated: - Analyze and recommend appropriate integrated marketing communications based on data analysis.
- MBA PRJ2.6 Globalization 1 CREDIT**
 Student learners will discuss how environmental factors influence marketing decisions, and process associated with companies moving their products to international markets. Competencies Evaluated: - Analyze how major social, legal, economic, political, and technological (SLEPT) trends and events influence global firms and inform the strategy development process.
- MBA PRJ2.F Develop a Marketing Plan 1 CREDIT**
 Student learners will develop a marketing plan that demonstrates the understanding of the market and identify objectives that can create value for a company. Competencies Evaluated: - Develop a strategic marketing plan based on competitive advantage.
- MBA PRJ2.T Team Management & Communication 1 CREDIT**
 Student learners will demonstrate expertise in working within teams and developing effective oral and written communication skills. Competencies Evaluated: - Demonstrate effective communication that illustrates clarify in ideas, reasoning, and content as part of a team project assignment.
- MBA PRJ3.1 Organizational Performance Measures 1 CREDIT**
 Student learners will develop SMART performance measures that support the vision and mission of the organization and identify metrics that determine value for key stakeholders, including: shareholders, customers, employees and strategic partners. Competencies Evaluated: -Support the vision/mission of an organization utilizing appropriate analytical tools (quantitative and qualitative).
- MBA PRJ3.2 Lead Process Improvement 1 CREDIT**
 Student learners will evaluate and create a process improvement plan for an existing organizational process and utilize key process evaluation tools that demonstrate continuous improvement and quality management on an organization's production and distribution system. Competencies Evaluated: - Demonstrate continuous improvement and quality management on an organization's production and distribution system.
- MBA PRJ3.3 Financial Analysis & Reporting 1 CREDIT**
 Student learners will review the financial statements of an organization and evaluate the overall financial condition and organizational performance compared to the previous period. Competencies Evaluated: - Examine the financial statements of an organization and compare the financial condition and performance of the organization with the previous fiscal or calendar period.
- MBA PRJ3.4 Evaluate Financial Performance 1 CREDIT**
 Student learners will determine why and how an organization creates value for its stakeholders and utilize key performance metrics to evaluate organizational performance for shareholders, customers, employees and strategic partners. Competencies Evaluated: - Evaluate why and how a firm creates value for its stakeholders using financial performance measures.
- MBA PRJ3.5 Industry Comparative Analysis 1 CREDIT**
 Student learners will conduct a comparative analysis for an organization within an industry context and address how national and international markets affect organizational performance. Competencies Evaluated: - Develop a comparative analysis for an organization within an industry context and address how national and international markets affect organizational performance.
- MBA PRJ3.6 Developing a Financial Forecast 1 CREDIT**
 Student learners will prepare forecasted financial statements and use these statements to analyze, compare, and select an appropriate project or opportunity and determine the best sources of capital to fund the project or opportunity. Competencies Evaluated: - Create forecasted financial statements and use these statements to analyze, compare, and select the appropriate project or opportunity.
- MBA PRJ3.F Develop a Financial Budget & Plan 1 CREDIT**
 Student learners will develop a financial plan, based on competitive advantage, to fulfill the vision/mission of an organization.
- MBA PRJ3.T Lead Team Process Improvement 1 CREDIT**
 Student learners will participate as part of a team project to identify an organizational opportunity to achieve specific results and lead appropriate change within the organization. Competencies Evaluated: - Select and manage a team project to achieve specific results and help to improve organizational performance.
- MBA PRJ4.1 Managing in a Global Environment 1 CREDIT**
 Student learners are required to demonstrate understanding of differences in cultural and global context from a management capacity and select strategies for addressing global cultures and norms. Competencies Evaluated: - Compare and contrast differences in management and leadership based on cultural and global differences and perspectives.

- MBA PRJ4.2 Leadership Evaluation 1 CREDIT**
 Student learners will be required to evaluate the leadership style and communication ability of a leader from their personal experience. Three analytical frameworks will be used to guide an in-depth analysis. Competencies Evaluated: - Evaluate and identify the skills required for the leadership role within an organizational context.
- MBA PRJ4.3 Ethics & Social Responsibility 1 CREDIT**
 Student learners will examine ethical and social responsibility from an organizational perspective and evaluate overall company effectiveness from a personal, company and societal perspective. Competencies Evaluated: - Differentiate between personal, ethical and corporate social responsibility within a particular organizational context.
- MBA PRJ4.4 Corporate Structure 1 CREDIT**
 Student learners will be required to analyze a company's organizational structure, procedures and culture to develop an opinion of the company's organizational effectiveness. Competencies Evaluated: - Evaluate the effectiveness of organizational structure, procedures and culture relative to a company's operational, tactical and strategic effectiveness.
- MBA PRJ4.5 Analysis of Bus Level Strategy 1 CREDIT**
 Student learners will be required to identify and analyze a company's current business level strategy and compare it with an example of a failed company strategy. Competencies Evaluated: - Evaluated an organization's competitive advantage relative to its mission and vision.
- MBA PRJ4.6 Leadership Improvement 1 CREDIT**
 Student learners will be required to evaluate their own strengths and weaknesses as a leader. Once the analysis is completed, develop a strategy for personal leadership development and improvement. Competencies Evaluated: - Develop a strategy and plan for personal leadership development and improvement.
- MBA PRJ4.F Develop an Operating Plan 1 CREDIT**
 Student learners will develop an operating overall business or commercial plan that supports the vision and mission developed by the learner. Competencies Evaluated: - Develop and implement an operating strategy to support a business plan for an organization.
- MBA PRJ4.T Strategy Implementation 1 CREDIT**
 Student learners will work in a team as consultants to one of their employers. The assignment is to find a project for that company that the team can develop a strategy and implementation plan to add value to the company. Competencies Evaluated: - Assemble a team to effectively manage a team project that addresses organizational strategy and an implementation strategy that adds value to the organization.
- MBA PRJ5.1 Industry & Company Analysis 1 CREDIT**
 Student learners will analyze industry trends in order to develop a concise proposal for a new business (or a substantial expansion of a current enterprise). Industry analysis includes market size and potential, relevant trends, and profiles of related industries; proposals outline unique qualifications and business rationale. Competencies Evaluated: - Select relevant information for purposes of developing a business plan or expansion of a current enterprise.
- MBA PRJ5.2 Customer Analysis & Marketing Plan 1 CREDIT**
 Student learners will analyze, define the value proposition of the firm, and will profile the target customer at different levels (ideal customer and total addressable market). Learners will also create marketing strategies and outline step-by-step implementation plans for creating value to attract and retain these customers. Competencies Evaluated: - Develop a marketing strategy that supports the business plan or expansion of a current product or service for a current enterprise.
- MBA PRJ5.3 Competitor Strategic Analysis 1 CREDIT**
 Student learners will analyze, define and profile the competitive landscape at different levels (direct and indirect competition). Learners create strategies and outline step-by-step implementation plans for responding to competitive pressures. Students analyze and potentially re-consider stated mission, vision, values, and goals in relation to the wider competitive landscape. Competencies Evaluated: - Formulate recommendations that address issues that support organizational strategy and performance and respond to competitive threats and opportunities in support of a business plan or expansion of a current enterprise.
- MBA PRJ5.4 Company Operations Plan 1 CREDIT**
 Student learners identify key processes and operational inputs and outputs, business milestones, and operational priorities. Learners outline specific steps to achieve operational efficiency and demonstrate understanding of organizational linkages and dependencies. Learners also engage in project mapping and scenario planning. Competencies Evaluated: - Develop recommendations, based on a comprehensive analysis, regarding the organization's product and/or service in support of a business plan or expansion of a current enterprise.
- MBA PRJ5.5 Firm Financial Analysis & Plan 1 CREDIT**
 Student learners will apply critical financial concepts of literacy, reporting, analysis, performance and forecasting and apply these concepts in planning the financial operations of an organization. Underlying assumptions and financial data in support of a sales forecast, cash budget and pro forma financial statements will be developed. Further, learners will identify sources of capital and consider time value of money when prioritizing financial milestones and making projections. Competencies Evaluated: - Develop forecasted financial statements and use them to analyze, compare, and select appropriate actions in support of a business plan or expansion of a current enterprise.
- MBA PRJ5.6 International Context Trip 1 CREDIT**
 Student learners will participate in an international context trip and demonstrate the ability to understand the complexity and interconnectedness of social, economic, cultural and political issues and trends in the global environment that affect the way international business is conducted. Competencies Evaluated: - Develop an understanding of social, economic, cultural and political issues and trends in the global business environment. Meets with MBA 665C and students may be required to attend three or more class sessions on campus.
- MBA PRJ5.F Final Bus Plan Presentation 1 CREDIT**
 Student learners will create a professionally organized final business plan customized for potential investors or decision-makers; learners will present key aspects of the business plan to stakeholders in order to incorporate feedback into a final deliverable. Learners will be prepared to make a formal presentation and to submit summaries of plans to competitions and external evaluators. Competencies Evaluated: - Write and orally present, in a synchronous or asynchronous format, a professional business plan customized for potential stakeholders, investors, and/or decision-makers.